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Internal Marketing Influence for Enhancing Employees' Satisfaction in Bahrain Post – a Case Study

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Fulfillment

This dissertation is submitted in part fulfillment of the Masters in Business Administration (MBA) Degree of UOG.

Declaration

I declare that this dissertation is the result of my own independent investigation and that all sources are dully acknowledged in the bibliography.

Date : April 2007 Signature:

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DEDICATION

To my beloved deceased mother, who believed in me , without her love and support, I would not been the person as I am today.

To the all my family members who light my life, which made me the luckiest person in the world due to their touching by their warm emotion and love.

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ABSTRACT

In the marketing of service, much of what customers buy is labour, or human acts of performance. Consequently, attraction of the best personnel, their selection, and motivation become of critical importance.

To achieve this objective, organizations must focus their efforts on developing and sustaining an organizational culture that emphasizes internal customer well – being as a means to attract and retain external customer patronage. This rational is based on the notion that to the external customer, the internal customer represents the firm In fact; a growing body of empirical evidence suggests a direct relationship between a firm's financial success and its commitment to internal marketing practices that treat employees as asset.

In the study, the interperetivism approach has been adopted, as this philosophy urges that the social life of the management and business is rich and far too complex that requires in depth understanding of diversity, possibilities, and interpretations. It relates to the view, opinion, and perception of people as they are experienced and expressed in every day life. Therefore, the methodology that used in this study is qualitative because it is more suitable for service organizations due to its fast – changing and fluid environments.

Eight semis – structure interviews were conducted by the researcher, primarily with non – managerial staff in five different postal counters to asses whether the practice of internal marketing has an effect on the level of employee satisfaction and motivation within Bahrain Post.

The study's findings add evidence that the degree of relationship between internal marketing and employee satisfaction and motivation is so tenuous and variable that, if there is a causal connection, it must be either intrinsically weak or conditioned by other circumstances in the work situation.

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CHAPTER ONE

1 INTRODUCTION:

The postal service industry, which has a labour-intensive nature, is increasing affected by the process of globalization, liberalization, and regulation (Sap, 2004).

1.1 Rational of the research :

Bahrain Post has evolved to adapt to the changing market environment, as well as to respond to the development of competing services, such as Internet Service Providers, electronic mail and multinational private express delivery services. To achieve theses goals, the organization needs to understand the motivations of the consumers and businesses they serve in an effort to retain and attract them (Sap, 2004).

Noted service expert Leonard Berry has documented that investment in employee success are key drivers of sustained business success. In many cases, the contact employee is the service, because, they provide the entire service single-handedly. Thus, the satisfaction of those employees is critical to achieve competitive advantage through customer satisfaction. Some researchers have even gone so far as to suggest that unless service employees are happy in their job, customer satisfaction is difficult to achieve (Zeithaml et al., 2006).

In this context, the internal marketing concept has been introduced. Gronroos (1983), suggests that employees represent an internal market within the organization. This internal market needs to be informed, educated, developed, and motivated to achieve the organizational goals. The concept main concern was "to get everyone who was involved in service encounters the front line or contact staff to perform better in the interaction with customer" (Gummesson, 2000). The over purpose of this philosophy is to become better at marketing on external markets (Cahilll, 1996).

Internal marketing (IM) is not a new phenomena; it was first proposed by Berry et al. (1976), as a solution to the problem of delivering concisely high service quality. The literature review developed, explained the definition of the internal marketing and discusses the main ideas that revolve around the impact of internal marketing upon

employees. Its affect on organizations and the development of departments within an organization (Barnes, 1989, Berry, 1981, Cahill, 1996, Collins and Payne, 1991, Flipo, 1986, George, 1977, 1990, Gronroos, 1981, 1985, Richardson and Robinson, 1986, Piercy and Morgan, 1991, Piercy, 1995, Pitt and Foreman, 1999, Sasser and Arbeit, 1976, Winter, 1985; Sargent and Saadia, 1998).

There are several definitions of internal marketing concept, even though, all these definitions indicate it is a philosophy for management of comparatively large organizations where employees are viewed as a customer and with overall objective of enhancing the service quality (Berry,1981).

A number of writers have suggested that, if the employees of the organization are viewed and treated as internal customers, then good service will be more likely and possible for external customers through effective marketing behaviour by customer-oriented and sales-minded people (Grönroos, 1981).

"Aligning, educating, and motivating staff towards institutional objectives . . . the process by which personnel understand and recognize not only the value of the program but their place in it (Winter 1985: 69).

"… Internal marketing involve a planned effort to overcome organizational resistance to change and to align, motivated and integrate employees towards the effective implementation of corporate and functional strategies." (Rafiq & Ahmed, 1993:222).

". . . holding that an organization's internal market of employees can be influenced most effectively and hence motivated to customer-consciousness, market orientation and sales-mindedness by a marketing-like internal approach and by applying marketing-like activities internally" (Grönroos, 1985, p. 42)

This diversity of interpretations and definitions in turn has led to a little disagreement in the academic circles concerning the underlying principles of internal marketing and

difficulties in specifying exactly objectives of internal marketing for example Compton et al. (1987) proposed the objectives of internal marketing as:

1. To help employees understand and accept the importance of the interactions with the customers and their responsibility for the total quality and the interactive marketing performance of the firm.
2. To help employees understand and accept the mission, strategies, goals, service, systems and external campaigns of the firm.
3. To continually motivate the employees and inform them about new concept, goods, services and external campaigns, as well as economic results ; and
4. To attract and keep good employees.

Berry (1981:35) states, management of employees is often similar to the management of customers because the main purpose remains the same and that is the attraction of patronage through the satisfaction of needs and wants. In both cases individuals and organizations are involved in exchange, but the nature of what is exchanged may vary, as the importance of satisfying needs and wants remains constant.

"Viewing their job offerings as products and their employees as customer forces managers to devote the same care to their jobs as they devote to the purchasers of their services" (Sasser and Arbeit, 1976: 65).

The focus on employee satisfaction within this new approach to employee management can largely be attributed to the fact that in the marketing of service much of what customers buy is labour, or human acts of performance. Consequently, attraction of the best personnel, their retention, and motivation become of critical importance (Thompson et al. 1978; Sasser and Arbeit, 1976).

However, there is a range of differing factors beyond the merely financial that motivates individuals such as empowerment, job enrichment and continuing feedback as importance source for developing and maintaining high – achieving employee through fostering loyalty and greater employment satisfaction (Rowley, 1996).

Empowerment of the front – line for example can lead to both attitudinal and behavioral changes in employees to result increasing job satisfaction, reducing role stress and less role ambiguity (Ahmed & Rafiq, 2002).

The internal communication also is an important aspect of the internal marketing because it creates community and trust between employees and management and reducing confusion to change. The internal communication can use the channels and media of communication such as internal brochures, booklet, and personnel meetings are held to sell new procedures, process and products to employees at every level to enable them to perform their tasks to external customers. At the same level, employees need to communicate with management about their needs and requirement, their view on how to improve performance and their findings of what customers want (Gronroos, 2000).

To grow and maintain a workforce that is customer oriented and focused on delivering quality, an organization must develop its employees; by training and working with these individuals to ensure service performance (Zeithaml et al, 2006).

Internal marketing is very dependent on supporting the human resource management policies if it to succeed, they have a lot in common, even though they are not the same (Richardson & Robinson 1986).

2 Expected outcome:

In the present study the author would address two main questions:

1 – How Bahrain Post improve the quality of the service in order to compact with private couriers?

2 – What factors form employees' perspectives are the most important in achieving their satisfaction and motivation?

2.1 Dissertation Layout:

This study is organized in five chapters. Chapter two reviews the literature related to internal marketing. In chapter three, methodology is described as adopted by current studies. Findings and analysis are reported in chapter four, which is followed by conclusion in chapter five . Chapter six contains bibliography and chapter seven is appendixes.

3 Bahrain post Background:

History of postal services in Bahrain goes back to 1884, when a post office opened in Manama city and run for many years until a second branch was opened in Muharraq city in 1946. The third one was opened in 1950 in Awali city as an independent post office for Bahrain Petroleum Company (BAPCO). In present, Bahrain Post provides variety of products through several new post offices by expanding geographically in many areas of the island as a gateway to serve customers near their locations (Ministry web site, 2007).

Many internationally known services and local services have been provided to serve individuals, the government and establishments to the highest levels of service quality and convenience through cooperation with other countries and international organizations (Ministry web site, 2007).

Distribution and sorting of Local and international mail from and to post offices are carried through the Sorting Center in Muharraq which acts as the focal point of all postal items organized through proper distribution system (Ministry web site, 2007).

1.5. The Importance of the Study:

The author believes that practitioner and academic both can benefit from the study. From the practitioner point of view, this study is important in dealing with increasing competition in postal industry. It identifies the degree of employee's satisfaction and motivation within such industry.

Information can be used as a basis to understand the role of internal marketing in improving customer satisfaction, loyalty and retention rates through employee's satisfaction.

Academically, this study attempt to fill a gap in literature of service quality since there do not appear to be any scientific efforts to address issues relating to this service sectors in particular.

1.6. The aim of the Research:

The aim of this dissertation is to assess whether the practice of internal marketing has an effect on the level of employee satisfaction and motivation within Bahrain Post. To meet this aim, three objectives were set:

1. To research the concept of internal marketing through an analysis of pertinent academic literature.
2. To carry out primary research (interview) in order to assess employee's satisfaction and motivation within Bahrain Post.
3. To analysis through comparison the academic literature and primary research findings to assess any gaps.

1.7. Research Methodology and Findings:

The author of this study adopted the interperetivism approach, as this philosophy urges that the social life of the management and business is rich and far too complex that requires in depth understanding of diversity, possibilities and interpretations. It relates to the view, opinion and perception of people as they are experienced and expressed in every day life (Saunders, et. al, 2003). Interperetivism was the framework within qualitative research or inductive approach was conducted that result for discovering and building theory rather than testing theory through analytical generations (Neill, 2006). Methods commonly used in this context are interview or narrative interview and content analysis (Sarantakos, 2005).

The methodology that used in this study is qualitative because it is more suitable for service organizations which cannot be approached from the exterior standpoint demanded by positivist approach due to its fast – changing and fluid environments (Gill and Johnson, 1991). Another advantage of qualitative research for services contexts is that it permits research to evolve, develop and build on earlier pre-understanding (Hill, 1993).

To generate a comprehensive understanding of whether the practice of internal marketing has an effect on the level of employee satisfaction and motivation within Bahrain Post, an inspired inductive approach has been applied. The varied rich data has been summarized into brief format. A link between the objectives of the study and findings was established and finally a theory from concept or categories that emerge from raw data was developed (Lincoln and Guba, 1986).

According to Walker (1985), purposive sampling design is appropriate to a qualitative research as this approach tends to study small number of people with specific characteristic or experience rather than taking a random cross section of the population. Therefore, the author decided to apply the purposive sampling approach or purposeful sample in order to meet the research aim from the view point of contact-employees themselves. However , the selection of the sample of the study on the basis of individual employee who were working with the organization for more than five years as to obtain broad range of responses. In order to get a full representation, eight employees from different profile were chosen such as male and female, their ages were between 35 and 40 years from non managerial level and they were all Bahraini, from the same culture background but mixed ethic.

According to Zikmund (2000), semi –structure interview is one of techniques that can be used successfully with exploratory kind of research to collect primary data while, the secondary data would be gathered from journals, books, magazines and unpublished sources of the organization.

Thus, eight semi – structure interviews were conducted by the researcher, primarily with non – managerial staff in the five different postal counters to reflect a much wider range of contact- staff and they were: Two Manama Post Offices, Muhharaq Post Office, Budiya Post Office, and Riffa Post Office to asses their satisfaction and motivation.

The author has limited knowledge of employee satisfaction and motivation in Bahrain Post; therefore, she heeded to Sarantakos (2005) advice to use the open-ended questions to explore this new area of the research topic.

Thus, the four following styles of questions were adopted:

- General questions: Do you feel valued as a member of staff?
  When the respondent answer (yes) or (no) a follow up question would be posed such as: What is done to make you feel valued or not?
- Do you believe that training could be a motivator? How?
- Indirect question: what do most people around her think of the way the management communicate with employees? By what means the management communicate with employees? Follow up by another question to get respondents' own view like; is that your opinion too?
- The author ended the interview with closing questions: If you were advising the management, what are main changes or improvement that you would recommend to involve employees to improve the internal marketing activities?
- Do you believe that the high management is committed to internal marketing process? Tell me more?

The main themes of finding and analysis were categorised as: employee as customer and satisfaction and motivation of employees, which are main elements of the internal marketing. These elements collaborate with the findings from the literature review except slight issues such as attraction the most qualified and committed employees for the organization and internal communication methods due to the structure of the organization.

The adoption of the concept of treating employees as customer was seriously low within Bahrain Post, as the management adopts the "civil servant" concept.

One of the findings of the remarks was that if employees provided with the flow of credible, sensible, timely, and relevant information, they would be aware of the organizations' goals and objectives that make them perform their job well accordingly.

The finding support that an effective implementation of the internal communication system might have a positive impact and raised employee's satisfaction and motivation.

Experience in relation to reward and performance suggests that the organization fail to link the reward system with employees' performance toward serving end customers.

Continues training programs either internal or external to develop personnel skills and competence would help to change their attitude and behaviors towards more customers' consciences. One of the consist arguments in the training findings and analysis is that employees trust training courses which are held out side the organization.

The findings of the research showed the importance of senior manager's role in implementation a successful internal marketing practice which had the importance to inspire a sense team of spirit among the employees of Bahrain Post and reflect high commitment to internal customers.

The study's findings add evidence that the degree of relationship between internal marketing and employee satisfaction and motivation was so tenuous and variable that, if there was a causal connection, it must either be intrinsically weak or conditioned by other circumstances in the work situation.

CHAPTER TWO

LITERATURE REVIEW:

Economic development and increasing human mobility are creating new needs upon service organizations such as Post Office, which have a strategic advantage in achieving the objective of customer satisfaction and loyalty especially in the increasing international competition and globalization. To improve service quality and greater responsiveness to customers' demands, customers need products that allowing the rapid, reliable, and secure wide range of postal services to every address on the earth.

At the operation level, the Post Office has high rate of interaction between employees and customers. This interaction is dynamic environments that facilitating creativities outcomes that may leading to achieve crucial objective for any postal institute that is improving service quality through increasing customers' satisfaction as well as maintaining the level of customer retention (Levesque and MacDougall, 1996; Good and Moutinho, 1996).

Customer satisfaction in particular is an important issue for marketing managers, mostly for those in services industries and interestingly, used it as a common marketing benchmark of an organization's performance (Kotler, 2000). However, to attract and retain customers to cope with an increasingly service – oriented economy, organizations have to improve the service that offered to the internal customer (employees) to see some external improvement too, because they are who interact with customer and they who increase the customer satisfaction or put it at risk (Taylor, 1995).

This point of view is based on the assumption that to succeed in the external marketing, it is apparently necessary for any service organization to succeed in making employees more conscious of themselves as customers operating in their working environment and not only be aware of the external customers (Kohli and Jaworski, 1990; Narver, Slater, 1991and Day, 1990).

Service organizations must first sell the job to employees before they can sell their services to customers (Sasser, 1976) , and the satisfaction of internal customers is an important factor to achieve the success of a service firm (cf. Gremler et al., 1994).

So, to change employees' behaviour and attitude together with internal practices and procedures to satisfy and develop them towards customers conscious, the internal marketing can be used as a vehicle to implement these changes through considering the organizations members as employees and customer. Therefore, the organization itself benefit form these changes in the form of increased productivity, efficiency and quality (Mudie, 2003).

The concept of internal marketing (IM) was first proposed by Berry et al. (1976) as a solution to the problem of delivering concisely high service quality. There are rapidly growing literature on IM to develop and explain the definition of the internal marketing and to discuss the main ideas that revolve around the impact of internal marketing upon employees, its affect on organizations and the development of departments within an organization (Barnes, 1989, Berry, 1981, Cahill, 1996, Collins and Payne, 1991, Flipo, 1986, George, 1977, 1990, Gronroos, 1981, 1985, Richardson and Robinson, 1986, Piercy and Morgan, 1991, Piercy, 1995, Pitt and Foreman, 1999, Sasser and Arbeit, 1976, Winter, 1985; Sargent and Saadia, 1998). The basic premise of internal marketing is that marketing methods that have been used externally to market products and services to customers can be used to market programs and services to organization members (Piercy and Morgan, 1991; George, 1986, cited in Davis, 2001).

2.1 The concept and practice of Internal Marketing (IM):

Maracom (2005), identified the internal marketing as, the procedure of organizing the commitment and support of staff and other members in the organization with its goals and objectives.

Winter (1985), supported this argument by emphasizing upon the importance role of IM that managing employee towards the achievement of organizational goals.

"Aligning, educating, and motivating staff towards institutional objectives . . . the process by which personnel understand and recognize not only the value of the program but their place in it" (Winter 1985: 69).

George (1990), argues that IM is a philosophy for managing the organization's human resources. This view is expressed more forcefully by Glassman and McAfee (1992) who emphasize the role of internal marketing in integrating marketing and personnel functions to the extend that personnel becomes a resource for the marketing function.

The author has acknowledged changes in the postal sector have increased competition and some of the internal marketing activities have been grasped as a means of survival. The changes in the Postal services industry since the early 1980s have led many organisations emphasizing the importance of service quality as a means for achieving a competitive advantage, in order to gain and retain customer base. Bahrain Post aim to enhance customer service through employees in order to reduce price competition on their commodity products. One of the key activities of internal marketing is to provide incentives to encourage staffs to be creative, and show exceptional performance both in sales and services that meet customers' needs.

However, the above definitions are very limited as the scope of internal marketing activities are much wider than motivation of employees towards customer consciousness, because the internal marketing can be used as a tool for implementation of any organizational strategy whether internal or external and for reducing departmental isolation, reducing inter-functional friction, and overcoming resistance to change (Darling and Taylor, 1989; Martin, 1992; Rafiq and Ahmed, 1993).

"... Internal marketing involve a planned effort to overcome organizational resistance to change and to align, motivated and integrate employees towards the effective implementation of corporate and functional strategies" (Rafiq & Ahmed, 1993:222).

Thus, a clarification of the internal marketing at the definitional level is required in order for internal marketing to be effectively operationalized as a paradigm of organizational change management and implementation of strategies. What is required is a precise specification of those activities that can be taken to constitute internal marketing and those that do not, since definition and classification are fundamental prerequisites to marketing analysis. (Hunt, 1976, Lovelock, 1983).

On other hand, Grönroos (1981), recognized that the object of the IM is to ``get motivated and customer conscious employees because contact employees in services become involved in what he termed ``interactive marketing", so they are necessary to become responsive to customers' needs. Grönroos (1981), emphases that not only do buyer-seller interactions have an impact on purchasing and repeat purchasing decisions but also, crucially, that buyer-seller interactions provide a marketing opportunity for the organization. Therefore, to take advantage of these opportunities requires customer oriented and sales-minded personnel.

Grönroos (1985), included the use of marketing-like activities to expand his original definition of IM as a method of motivating personnel towards customer consciousness and sales mindedness:

". . . holding that an organization's internal market of employees can be influenced most effectively and hence motivated to customer-consciousness, market orientation and sales-mindedness by a marketing-like internal approach and by applying marketing-like activities internally" (Grönroos, 1985, p. 42).

In this view, it is not sufficient that employees are motivated to perform better (as in the approach of Berry and his followers), but they must also be ``sales" minded. According to Grönroos (1981), the internal marketing concept can be seen also as a means of integrating the different functions that are vital to the customer relations of service companies.

The author has witness that the changing postal services environment affecting Bahrain Post necessitated changes in the internal environment and set the scene for the adoption some activities. In the absence of long-term price and product differentiation. Bahrain Post have realized that customer focus and service quality are the only means for gaining a competitive advantage. Using training and educational programmes in order to enable contact staff to meet the internal service standards as a prerequisite for achieving high quality customer service and enhancing co -ordination between them and the backroom support staffs to exceed the internal service standards in all the internal service interactions in order to deliver outstanding service to external customers.

However, there are limits to what can be achieved by getting more motivated and customer conscious contact employees only, because effective coordination of task and opening two way communications between front line and support staff will result better to meet the needs of external customers (Vary & Lewis, 2000).

Barnes (1989), has pointed out that managers and service support people are also internal customers and places them at the same level of importance as well as employees who deliver service to external customers.

This theme has received considerable attention from service quality specialists (Berry, 1984; Berry and Parasuraman, 1991; Crane, 1989; Davidow and Uttal, 1990; Golzen, 1990; Grönroos, 1991; Gummesson, 1991a; Kahn, 1985; Lewis, 1989, 1991; Lewis and Entwistle, 1990; Lovelock, 1984; Sasser and Arbeit, 1976). Moreover, Schonberger (1990), Ciampa (1991) and others have urged the recognition of an internal customer-supplier chain as an enabler of good (external) customer service (Richardson and Robinson, 1986).

2.2 The objective of internal marketing (IM):

Sargeant & Asif (1998), concluded that firstly, internal marketing is seen as a mechanism for spreading the responsibility for marketing across the whole organisation, whilst the second key idea is that to achieve this effectively each employee should be encouraged to regard their successor in the service chain as not merely a colleague but as an internal customer. Other authors such as Gronroos (1990), have chosen to focus on the two roles that internal marketing can perform in an organisation.

In the first, it may be viewed as a tool to help the individual employee to understand the significance of his/her position and to create an awareness of how it relates to others within the organisation. The aim of this approach is to improve cross-functional coordination and co-operation (Christopher *et al.*, 1991). The second role identified by Gronroos (1981), is to promote, develop and sustain the ethos of customer service for internal as well as external customers.

Piercy and Morgan (1994, p. 5), meanwhile, seem to accept a somewhat wider definition of the term "customer" and as a consequence propose a rather more elaborate set of internal marketing "goals".

- Gaining the support of key decision makers for organisational plans.
- Changing the attitudes and behaviours of employees and managers who are working at key interfaces with customers and distributors.
- Gaining commitment to making the marketing plan work.
- Managing incremental changes in the culture from "the way we always do things" to the "way we need to do things to be successful".

Hales'(1994), holds that internal marketing is aimed at the attraction, retention, and motivation of ``service-minded'', ``customer-conscious'', employees to aid the perceived service quality and effective external marketing of the enterprise as a way

to competitive advantage, this accords with other discussions (e.g. Sasser and Arbeit, 1976; Berry, 1981).

The author has witness a high degree of cultural change had recently taken place within Bahrain Post. This had largely been driven by changes in the legislative framework permitting greater degrees of competition in the industry and the proliferation of a multitude of different technologies which were changing the nature of the relationship many customers wished to have with Postal Service. As a result, the organization had undergone considerable structural change in recent years, whilst the changes have been introduced to staff as necessary for the continuation of a high standard of customer service the real impact has been that a number of compulsory job re - shaping have had to be faced by Bahrain Post. This in turn has led to a change in the nature of the organization's relationship with its employees and the manner in which they interact with their customers. Whilst most staff acknowledged the need for change, many felt that the process had been far too rapid and that as a result there may have been a number of detrimental effects on customer service through decreasing employees' moral and their performance.

However, There is a great deal of confusion in the literature as to exactly what internal marketing is, what it is supposed to do, how it is supposed to do it, and who is supposed to do it.

"With this goal in mind, it no longer makes sense to treat internal marketing as a specialist functional approach. It really represents the convergence of a number of previously separate management technologies, such as human resource development, employee relations, strategic management, quality management, corporate communications, and macro marketing. It is increasingly recognised that managing a business effectively requires the close integration of several functional specialisms, and that management is a continual and complex process and cannot be seen as a sequence of discrete steps or a set of discrete functions. " (Vary and Lewis, 1998:938)

The variety of interpretations as to what internal marketing constitutes has led to a diverse range of activities being grouped under the umbrella of IM.

This situation has been further compounded by a confusion of internal marketing with the economic concept of internal markets (Baumol, 1967; Fama, 1980, Williamson, 1964, Williamson et al., 1975). This diversity of interpretations and definitions in turn has led to a little disagreement in the academic circles concerning the underlying principles of internal marketing and difficulties in specifying exactly objectives of internal marketing for example Compton et al. (1987) proposed the objectives of internal marketing as:

1. To help employees understand and accept the importance of the interactions with the customers and their responsibility for the total quality and the interactive marketing performance of the firm.
2. To help employees understand and accept the mission, strategies, goals, service, systems and external campaigns of the firm.
3. To continually motivate the employees and inform them about new concept, goods, services and external campaigns, as well as economic results ; and
4. To attract and keep good employees.

Objectives of internal marketing must help to redefine the role of managers and the relationships between members of the organization. Provide a way to structure the "percolation" of the marketing philosophy through the organization and to emphasize customer orientation in a meaningful way, and to demonstrate the integrative role of marketing management in practice in ensuring market-led organization of operations to create and maintain an adaptive and responsive business (Vary, 1995).

The internal marketing process would bring more members of an organization into a market-like environment and provide greater legitimacy for management decisions and collaborative working practices (Vary, 1995).

Ahmed & Rafiq (2003), suggested that one primary aim of IM is to assess and help put in place processes to improve effort toward organisational ends.

IM in this sense begins to include all individual and organisational functions, activities, communications and elements that a firm uses to create, develops and maintains appropriate inter-linkages that result in the delivery of "quality" expected by the final customer.

2.3 Limitation and Problems with internal marketing:-

The concept of marketing which has been appropriated to the internal organization environment has come from the field of marketing in its more traditional consumer market form, with its origins in mass consumer products' manufacture and distribution. The adoption of the marketing concept for the new context of the ``inner'' and ``internal'' markets of the organisation has been challenged by numbers of writers and academic (Vary and Lewis, 1998).

For example Rafiq and Ahmed (1993), critic the thinking and assumptions which have been customary in the discussion of internal marketing is that marketing activity will motivate people, thus discounting the possibility that people may be self-motivated. At the same time, the internal marketing provides an environment in which their motivations are valued and offer incentives rather than benefits which is a rather instrumental view. They are also suggesting that internal marketing would not necessarily solve problems of inadequate training and staffing levels and their effects on customer service.

Berry and Parasuraman (1991), consider the internal marketing as a philosophy of treating employees as customers and it is the strategy of shaping job-products to fit human needs while, the financial cost of having satisfied employees could be considerable. On other hand, the notion of "employee as customer" also raises the question as to whether the needs of external customers have primacy over those of the employees. Additionally in normal marketing situation customers have a range of competing products to choose from, this is unlikely to be the case in an internal marketing situation where one particular policy will be on offer.

For decades, Bahrain Post owned 90 percent of the Bahrain market for letter and package delivery services. Bahrain Post finds itself embroiled in a global communication revolution that threatened not only its independence but its existence. A majority share of the domestic and international mail, documents and parcel traditionally handled by Post Office have been progressively captured by the leading global express companies, specifically DHL, TNT, FedEx and UPS. Bahrain Post realised it needs to become much more commercial and also to substantially expand the scope of its services in order to meet the fast – changing demands of the major customers. Therefore, the organization created an innovative new logo and spent huge amount of money on an integrated six – moth marketing communication campaign including broadcast, print, interactive and outdoor advertising as well raising the profile and awareness of the services through employees. The external advertising regard employee as a secondary target market and the author has witnessed the effect of the appearance of advertisement within the organization.

Piercy and Morgan (1991), have highlighted the limitations of the use of the ``marketing technology'' which assumes rationality, a profit-maximisation motive, the means-end instrumentality of control and a harmonious, no-conflict, world. Thus, they argue, it is necessary to go beyond the superficial aspects of how organisations work, to recognise and treat the underlying power and politics in the pursuit of marketing goals. The internal marketing ``paradigm'' is proposed by Piercy and Morgan (1991) as ``an easily accessible and ``user friendly'' mechanism for executives to analyse the organisational issues which need to be addressed in implementing marketing strategies.

The above discussion suggests that the integrative role of marketing is not widely practised and this is why internal marketing is needed to develop the integration based on understanding of the relationship of the organisation's working practices to the external environment (Rafiq & Ahmed, 1993).

Vary and Lewis, (1998), conclude that the research investigation revealed a pervasive perspective on internal marketing which is narrow and observably unhelpful due to its lack of clarity and poor fit with the realities of organisations and management.

2.4 The development and evaluation of internal marketing concept:

Despite the confusion in the literature regarding the variety of interpretations as to what internal marketing constitutes has led to a diverse range of activities being grouped under the umbrella of internal marketing. This situation has been further compounded by a confusion of internal marketing with the economic concept of internal markets (Baumol, 1967, Fama, 1980, Williamson, 1964, Williamson et al., 1975). But according to Rafiq & Ahmed (2000) , there are separate yet closely intertwined strands of theoretical development of the internal marketing conceptualization, namely an employee that have traced in literature over the last two decade , and these are employee satisfaction phase, a customer orientation phase and a strategy implementation/change management phase.

The evolution of employee motivation and satisfaction phase will be discussed below:

2.5 Employee motivation and satisfaction :

Rafiq & Ahmed,(2000) assert that the majority of the literature on internal marketing focused upon the issue of employee motivation and satisfaction, and the major reason behind this was the fact that the roots of the internal marketing concept lie in efforts to improve service quality. Not being automatons individuals exhibit inconsistencies in the performance of service tasks and as a consequence cause variation in the level of delivered service quality. For example, Berry (1981:35), states management of employees is often similar to the management of customers because the main purpose remains the same and that is the attraction of patronage through the satisfaction of needs and wants. In both cases individuals and organizations are involved in exchange, but the nature of what is exchanged may vary, as the importance of satisfying needs and wants remains constant.

"Viewing their job offerings as products and their employees as customer forces managers to devote the same care to their jobs as they devote to the purchasers of their services" (Sasser and Arbeit, 1976: 65).

Berry's logic is that the organization need employees who are satisfied with their job products in order to have satisfied customers.

This staff satisfaction / customer satisfaction link is also emphasized by George (1977, 1990) and others. Later Berry and Parasurman (1991:162) cautioned that barriers to performance occur when parts of the organization act without 'cohesion or a unified sprit', limiting employees' ability to perform. Berry and Parasuraman (1991:151) also emphasized treating employees the way that organization would want them to treat customers in expectation that will encourage effective marketing behaviour to retain old customers or attract new ones.

A contrasting perspective is that employee satisfaction with their work will be positively related to customer satisfaction when that work is customer oriented. This new approach of employee satisfaction within employee management attribute to the fact that in the marketing of services much of what customers buy is labour, or human acts of performance (Ballantyne, 1997).

Consequently, attraction of the best personnel, their rentention, and motivation becomes of critical importance where the quality of the service is the only real differentiating factor between competitors. This situation occurs most frequently in service environments in which customers are highly demanding of employees, coupled with employees who in turn hold high expectations from their jobs as sources of self-actualization and self-development (Thompson et al 1978: 263, Sasser and Arbeit, 1976: 64).

Under these conditions, Mohammed Rafiq et al, (2003), believe that the effect of employing an internal marketing approach would be to create more satisfied

customer-contact employees who appreciate clearly the logic and benefit of courteous, empathetic behavior and hence lead to greater customer satisfaction.

Anderson and Sullivan, (1993); Rust and Zahorik, (1993) emphasize that high satisfaction has been linked to retention of both customers and employees. Customers who are satisfied have higher repurchase intention, which in turn translate into repeat purchases the same case for employees who are satisfied have higher intention of staying with an organization, which results in decreased turnover (Mobley et al., 1979).

The author has acknowledged that management at Bahrain Post believe that when quality is a notion paid little more than lip-service by most organizations, then precision as to just who was the customer was less important. According to the Under Secretary for Post (2004), the real customer: not the next person in the process, or the next department over, or the next box on an intra-organizational process flowchart, but the person who pays the organization money for goods and services, and anything that blurs that reality is to be avoided.

However, the relationship between job satisfaction and performance is still open to question as, it would be unwise to assume that high job satisfaction leads to high performance, or that high performers are satisfied with their jobs (Euske et al., 1980). A number of studies indicate a weak link (Petty et al., 1984; Iaffaldano and Muchinsky, 1985) while others (Caldwell and O'Reilly, 1990; Spector, 1997) suggest a significant relationship between satisfaction and performance.

Hoffman and Ingram (1991), found that there was a weak correlation between job satisfaction and customer orientation and that role ambiguity, conflict and job satisfaction explained only 9 per cent of customer orientation.

Kelley's (1990), study of bank employees also found a weak correlation of customer orientation with job satisfaction and motivation.

Ahmed and Rafiq, (2000) also emphasis the similar result by asserting that job satisfaction was not a significant predictor of customer orientation, even if the role clarity and motivation have constant effect.

On the same path, Herrington and Lomax (1999), in their study of financial advisers of the UK, found no relationship between job satisfaction and customer perceptions of service quality. However, they did find a weak relation between job satisfaction and customer intention to repurchase.

Crossman and Abu – Zaki (2002), went further by noting that while, retention of customer is more beneficial to any organization than attracting new customers but retention of employees is not the same case as the organization, especially the service one needs turnover of staff between time to time because it needs new blood with new ideas who've gone through the latest qualifications or it will not get the cream of potential. The service organization needs to realign and needs to be taken forwards, whereas it ends up with people that have a more limited range of skills or are quit happy with the status quo and pine for status quo of some years ago.

However, there is a range of differing factors beyond the merely financial that motivates individuals such as empowerment, job enrichment and continuing feedback as potential source for developing and maintaining high – achieving employee through fostering loyalty and greater employment satisfaction. (Rowley, 1996).

In service marketing empowerment of the front – line can lead to both attitudinal and behavioral changes in employees to result increasing job satisfaction, reducing role stress and less role ambiguity (Ahmed & Rafiq, 2002).

Empowerments clearly bring benefits, as empowered employees are more customers focused and will be much quicker in responding in real time to customer needs. They likely to respond positively to service failures and to engage in service recovery.

Also, these empowered employees can turn a dissatisfied customer into a satisfied, even loyal customer when they take initiative by fixing something after doing it wrong the first that led them to feel better about their jobs and themselves (Dunne & Barnes cited in Varey &Lewis, 2000).

This reflected automatically in the way employees interact with the customers, and they can be the key to new service idea and can often be a cheaper source of market research than going to the customer directly (Bateson & Hoffman, 1999). In addition to employee discretion Bowen and Lawler (1992), also include in their definition of empowerment the sharing of information regarding the organization's performance, rewards based on organizational performance, and knowledge that enables employees to understand and contribute to organizational performance.

The author has witnessed within Bahrain Post a strong culture that built on employee productivity and highly standardized service delivery that is also more inflexible. The organization shackle its contact employees with thick policy manuals or strict sets of rules, but at the same time the contact employees have some sort of discretion to deal with customer's problems.

Empowerment can increase self – efficacy of employees as discretion allows them to decide the best way to perform the given task and leads the to be more adoptive and allow to customize service delivery in some situation where customers' needs are highly variable (Ahmed & Rafiq, 2002).

However, studies shows that empowerment is not suitable for all occasions or all types of employees as it can have both positive and negative consequences for employees and the organization (Rafiq & Ahmed, 1998).

Smith and Houston (1983), propose a "script based" approach to managing customer and employee behaviour to control behaviour and process compliance; they envisage little or no room for participation by employees.

While, Levitt (1972, 1976), forcefully argues for a "production line" approach and the "industrialization" of services if the productivity of services is to be improved.

Moreover, Bowen and Lawler (1992), asserted that empowerment can slow down the service delivery process as the empowered employee attempts to individualize the service for customers thereby reducing the overall productivity of the service. This can be frustrating for customers waiting to be served.

In addition, individualization of service could potentially be perceived to be unfair in situations where employees are observed not to be adhering strictly to procedures. Another downside occurs in situations where employees are empowered to rectify service failures by give-aways and in this regards the obvious danger is that employees give too much away.

Martin (1996), points out another major dysfunctional aspect of empowerment, namely that employees consciously or unconsciously use their discretion disproportionately to bestow better service on customers who are similar to them in terms of age, gender, ethnicity and other personal characteristics receive higher levels of service than those customers who do not share similar characteristics to the employee.

In the final analysis motivating employees and influencing their attitudes is obviously an important aspect of internal marketing and hence the need to get communication strategies right (Rafiq & Ahmed, 1993). Therefore, to achieve these goals, managers need to pay much more attention to communicating marketing and other strategies to employees, led to behavioral changes and encouraging the motivations and commitment of employees to the organizations' objectives and goals (McDonald, 1995; Formen, 1997, Acito and Ford, 1980; Piercy and Morgan, 1994; Reukert and Walker, 1987; Wolfinbarger and Gill, 1991). On the other side, Rafiq and Ahmed (2000), state that the internal marketing is a helpful instrument to increase job satisfaction, and inter functional co-ordination.

The author witnesses the policy that carries within Bahrain Post that is very much led from the top. The Under Secretary for Post took an active role in the running of the organization. Performance priorities are set at the top and simply passed down the hierarch. Communication mainly one way down ward, thus, little information is shared beyond what employees need to know to do their jobs. Sometimes the strategic management conduct staff surveys to know employees needs. Employees are mainly communicated orally with their superiors and expected to obey instructions at different level of the organization.

The internal communication is an important aspect of the internal marketing because it creates community and trust between employees and management and reducing confusion to change. The internal communication can use the channels and media of communication such as internal brochures, booklet, and personnel meetings that held to sell new procedures, process and products to employees at every level to enable them to perform their tasks to external customers. At the same level, employees need to communicate with management about their needs and requirement, their view on how to improve performance and their findings of what customers want (Gronroos, 2000). Grunig (1992:534) goes further by stating,

"Internal communication … is the catalyst if not the key to organizational excellence and effectiveness".

Proctor & Doukakis (2003), urge that communication involves individuals sharing meaning by creating and implementing behavioural and attitudes change towards being more customer and service oriented.

Communications need to be delivered by someone of right level of authority if they are to be effective in achieving their implementation aims (Kitchen and Daly, 2002). Hence, in the internal marketing immediate superior play a crucial role in communication effectiveness towards employees' behaviour change in order to understand their role and importance in the implementation of strategies and achievement of organizational objectives (Argenti, 1981).

However, DeGreene (1982), stated that much of information employees receive may has no major impact on them as they misinterpret information given , purposefully or they simply may not be listen. On other hand the type of language used with different employees or group of staff has an impact on the efficacy of the organization's internal communications (Kitchen and Daly, 2002).

While, poor commutation is seen as a key driver of negative feeling and morale among employees and it is consider that information is not properly communicated to them. This situation result that many employees felt ill informed of what is going on in the organization and very insecure (Daly et al, 2003).

2.6 Employees as customers:

A number of writers have suggested that, if the employees of the organization are viewed and treated as internal customers, then good service will be more likely and possible for external customers through effective marketing behaviour by customer-oriented and sales-minded people (Grönroos, 1981).

Berry (1981), assert that treating employees as customers will lead to change in attitude of employees because they becoming service minded which lead to better service quality and competitive advantage in the market place. This approach required that jobs are treated as any products of the organization, that is the need and wants of the 'customer' are taken into account and to make the product attractive to the customers. Treating jobs as products required a new approach of human resources management (HRM) and basically involves the application of marketing techniques internally both to attract and to retain customer – oriented employees.

"Internal marketing is attracting, developing, motivating and retaining qualified employees through job-products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers … and it is the strategy of shaping job-products to fit human needs"(Berry and Parasuraman, 1991:151).

The author has acknowledged that Bahrain Post is a bureaucratic organization which has been established since 1884 as part of the state's infrastructure. The majority of contact – personnel is working in the operation section as Postmen and counters clerks and most of them serve the organization more than twenty years, thus Bahrain Post has got a very small turnover of staff. The policy of attracting best employees' is not applied in Bahrain Post neither in any governmental entities in Bahrain.

Critics to the notion of treating employees as primary customers are too internally focused to ensure market responsiveness (George, 1986). This internal focus however, should be equally balanced with a strong focus on external customers which means attention must be given to identifying the needs and wants of both internal and external customers because identifying customer needs, will leads to high level of customer satisfaction and loyalty which in turn leads to steady stream of future cash flow for the organization , transaction costs is decreased and the cost of attracting new customers should be lowered (Liao and Chiang, 2005).

However, to retain external customers and internal customers and effectively market a service an internal marketing programme is desirable because both types of customer will only remain loyal as long as their wants and needs are being satisfied better than can be satisfied elsewhere (Papasolomou-Doukakis, Ioanna, 2003).

Another problem with the concept of "Employees as customers" is that the "products" that employees are being sold may be unwanted or may in fact have negative utility because they may not want them (e.g. new methods of working), this situation is the opposite to what happen in normal marketing situations where customers do not have to buy products that they do not wish to buy and the consequence of non purchase are not drastic also they have a range of competing products to choose from. This is unlikely to be the same case in internal marketing situation where particular policy will be on offer as employees must either accept the "product" or in final analysis they can be forced to do things under the threat of disciplinary action or dismissal. (Rafiq & Ahmed, 1993).

The author have witness the great change in postal counters traditional role from selling stamps , accepting registered letters and parcels to become as provider for several services such as electricity paying bills , renewal driving license and so on all at one roof. The strategic management understand the need for change and adjust not only to the circumstance at home but also to the fierce international competitive, but this goal is understandable to contact – employees which make them resist their new role.

Researchers like Guaspari (1991), Mudie (1987) and Howe et al. (1992) have cast doubt on the wisdom of the notion of " employee as customer", claiming that too much focus on the interests of internal customers and efficiency can detract from the management of external customer relationships, and that often in practice managers require servility rather than service orientation. Drummond (1992), emphasize that employees must be motivated and trained to recognize the external customer by "thinking backwards" from customer needs to the required actions.

Rafiq and Ahmed (2000), noted that it is essential to place less emphasize on the concept of employee as customer and more on the tasks and activities that need to be undertaken for the effective implementation of marketing and other programs to achieve customer satisfaction, while recognizing the central role of employees.

Sasser and Arbit ,1976) , point another problem with the notion of the "employee as customer" is the idea of customer sovereignty (that is the idea of customer is king, customer is always right and so forth) as if employees were to behave as customers, they would make impossible demands upon the organization and its resources.

2.6 Training and development:

To grow and maintain a workforce that is customer oriented and focused on delivering quality, an organization must develop its employees; by training and working with these individuals to ensure service performance (Zeithaml et al, 2006).

All descriptions of internal marketing practices emphasize the importance of training because frontline employees need the requisite knowledge and ability to recognize and solve problems to ensure high-quality products and services (Pfeffer, 1998). Therefore, investment in training programs is a vital component in ensuring that employees are constantly anticipating environmental challenges and making the most of possibilities as an alternative to reacting to unexpected problems (Bansal et al, 2001).

So, by offering training and development opportunities to employees will enables them to perform well in their job, and may assist in reducing staff turnover rates. Many authors discuss the importance of training in this context and the existence to which it contributes to overall quality of the service (Grochels, 1995; Gronroos, 2000; Lewis and Entwistle, 1990; Rafiq and Ahmed, 2000) while, Kinnell and MacDougall (1994:152) assert:

"Investment in training is investment in staff and quality service provision."

The author has witness that the training considers as an important integral process of total quality management at Bahrain Post. It purposes is to improve knowledge and skills to change employees' attitudes so that they can change their way of doing things. Specific training is provided for operational, management and support staffs to ensure their particular requirements are addressed. Training for contact – personnel operational staff and middle managers is as real to life as possible to enable them to learn in their own works place with less inconvenience to the staff and process. The organization focus mainly on improving technical skills.

Accordingly, Wheatley (1987), emphasize on the role of the internal marketing as a continuous training to enhance the service providers' knowledge of their service and capabilities, awareness of market opportunities and marketing skills.

These accords with Vandermerwe and Rada (1988), who emphasize the mobilization of corporate knowledge as an inimitable customer – value creator as training should be delivered not by professional trainers only, but by people who provide the service itself (i.e. middle managers), as they know the service better than a professional trainer could know . Training build employees confidence in themselves and in the management, play as a motivating force and a source of self – esteem (Berry & Parasuraman, 1991).

However, although the potential benefits of training may appear obvious, it does not necessarily follow that training, per se will lead to improve performance, without an appropriate training culture that run through the organization. Another issue that related to the benefit of such policy, is that training has to be relevant to the needs and requirements of the organization and there is increasing emphasize placed on the value of vocational education (Lawes, 1996). Training is an important lever to bring about improvement and change if anchored sensibly to a sound business agenda, but it is just one lever among many and a weak one if pulled on its own. An organization should not view training has magical powers to make business successful as it will only help if organizations learn to be wise in how they use individuals' capability, marrying talent with healthy cultures, systems, processes, and serving well-conceived business goals (Tate, William, 1997).

2.7 Internal Marketing (IM) and Human Resources Management (HRM):

A number of mechanisms to achieve effective implementation of marketing and other strategies , namely inter- functional co-ordination, employee motivation, job satisfaction and empowerment , are functions that have been , in the past , mainly in the remit of personal or human resource management (HRM). So it is necessary to distinguish between internal marketing and the human resource of an organization, as they are not the same things, although they have a lot in common (Richardson & Robinson 1986).

The human resource management focuses upon the employee and employee function primarily for the benefit of the organization.

While the internal marketing perspective also focuses upon employee, but primarily for the benefit of the employee, but there is a belief that will ultimately benefit the organization and customers as well (Cahill, 1996).

HRM offers tools that can be used in internal marketing such as training, hiring and career planning. While, internal marketing offers guidance on how these and other tools should be used, like improving interactive marketing performance through customer-oriented and skillful employees, as well as playing a supportive role to human resource policies if it to succeed (Dunne & Barnes cited in Vary & Lewis, 2000).

"Human resources management is concerned with the set of decision and policies, through which the organizations attract, recruit, and motivate, reward and develop their employees. In addition it is concerned with the ways in which employment is terminated." (Willman, 1989:210).

"Internal marketing is attracting, developing, motivating, and retaining qualified employees through job-products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers … and it is the strategy of shaping job-products to fit human needs." (Berry, Leonard L. and Parasuman A., 1991) .

Some marketers have argue that activities that have traditionally been thought to be preserve of personnel functions should be undertaken by the marketing function.

For example, Berry and Parasuraman (1991), extend the limits on internal marketing to include activities that are traditionally associated with the personnel function. While, George (1990:68) goes much further than Berry and Parasuraman and suggests that:

"It is time to replace the personnel department in service firms with product managers who can implement a marketing approach to service employment management."

The reason for such assertion is the fact that there is still relatively little recognition in the HRM literature that the nature of services requires different types of HRM practices to those required in the production of goods.

Ahmed & Rafiq,(2002) also urged that the right personnel at the point of delivery is important because of their impact on the perception of the quality of service and their action is part of product that customers are buying.

The author has acknowledged that Bahrain Post is a directorate at the Ministry of Transportation. Its duty to manage the postal services only while, human resources activities such as job description, recruitment procedures, career planning, salary, bonus systems incentive programs and rewarding employees for good service as well as other HRM tools are done by another directorate i.e. personnel directorate .

Human resources and internal marketing should work on partnership basis because the human resource has a strategic role in internal marketing initiatives through coordination efforts with IM to consistently select, inform, train and retain the best employees (Internal marketing best practice study, 2006).

However, this policy cannot be adopted because it is bound to lead to conflict between marketing and HRM and operation management and other directly affected departments as it may be seen as attempt by the marketing function to increase its influence within the organization.

Rafiq & Ahmed (1993), suggest that to give internal marketing the high level of managerial commitment, the impetus for programme of motivating all employees towards the effective and integrated implementation of corporate and functional goals needs to come from strategic management to avoid inter-department conflict.

2.8 Summary:

Economic development and increasing human mobility are creating new needs upon service organizations such as Post Office, which have a strategic advantage in achieving the objective of customer satisfaction and loyalty especially in the increasing international competition and globalization, that requires improved service quality and greater responsiveness to customers' demands.

The internal marketing concept holds that the organisation's personnel are the first market of a company and it has evolved from the original conceptualisation of employee satisfaction/motivation by treating employees as customers and jobs as products for improving service quality (Sasser and Arbeit, 1976; Berry, 1981).

Thus, according to George, 1990; George and Gronroos, 1989; and Gronroos, 1981, the main objective of the internal marketing function is to obtain motivated and customer conscious personnel at every level, while Piercy and Morgan (1994,: 5) meanwhile, seem to accept a somewhat wider definition of the term "customer" and as a consequence propose a rather more elaborate set of internal marketing "goals".

- Gaining the support of key decision makers for organisational plans.
- Changing the attitudes and behaviours of employees and managers who are working at key interfaces with customers and distributors.
- Gaining commitment to making the marketing plan work.
- Managing incremental changes in the culture from "the way we always do things" to the "way we need to do things to be successful".

The reason for empowered front-line employees can be divided into those that improve the motivation and productivity of employees and those that improve service for customer and market the service product more effectively.

The internal communication is an important aspect of the internal marketing because it creates community and trust between employees and management and reducing confusion to change.

Training should be viewed as an integral part of the process of internal marketing and as investment in people.

Internal marketing is unlikely to succeed as stand alone departmental effort. Marketing may indeed , provide leadership but the recurring cycle of activities demand collaboration between department ' Energizing' and ' diffusing', as new patterns of learning behaviour , require cooperation from HRM at least, and code breaking and authorizing require the support of operational departments.

CHAPTER THREE

3. METHOD AND METHODOLOGY:

To Conduct any type of research requires a well research methodology that governed by scientific basis and principles to be used by the researcher to investigate the reality by preparing bundle of appropriate research design to employed by him \ her in order to instruct them as to where to focus their research activities and how to recognise and obtain knowledge (Sarantakos, 2005).

3.1 The aim of the study:

The aim of this dissertation to assess whether the practice of internal marketing has an effect on the level of employee satisfaction and motivation within Bahrain Post.
To meet this aim, the main thrust of the study would be revolving around the employees' satisfaction and motivations. The research methodology and related strategy to undertake this project is described hereunder.

3.2 Research Philosophy:

In the first instance ontology, epistemology and methodologies prescriptions will be briefly explored. Ontology and epistemology terms in particular are used interchangeably and there is confusing about their meaning (Easteby – Smith et al, 2004).

Ontology is a branch of philosophy that deals with basic questions about the nature of reality, whether an objective reality exists or not. It informs methodologies about the nature of reality or exactly 'What' social research is supposed to study (Sarantakos, 2005).

The other branch of philosophy is Epistemology that studies the nature, scope, and sources of knowledge and communicates this knowledge to others. Plato', view it as merely an awareness of absolute, universal ideas or forms, existing independent of any subject trying to apprehend to them. Aristotle, puts more emphasis on logical and empirical methods for gathering knowledge (Heylighen, 1993).

Epistemology philosophy has dominated by two main positions, these are positivism and Interpretivism, and in this research, a comparison between the two will be highlighted as indicated below :

Positivism: predominates in science and assumes that science quantitatively measures independent facts about a single reality that driven by natural law and mechanisms. It is advocate the application of methods of the natural sciences such as laboratory experiments, field experiments and surveys to study of social reality and beyond. It impose elements of both a deductive approach and inductive strategy and there is a sharp distinction between theory and research as the role of research is to test theories and provide material for development of laws(Bryman, 2003).

However, a positivism view is inappropriate when approaching a social science phenomenon like marketing networks which involve humans and their real-life experiences, for treating respondents as independent, non-reflective objects ``ignores their ability to reflect on problem situations, and act on these" in an interdependent way as positivists separate themselves from the world they study. (Robson, 1993).

On the other hand, interpretivism tend to use different logic of research procedures such as case studies, ethnographic studies, phenomenolographic studies and ethnoethodological studies to study the social world because interpretivist believe that people and their institutions is fundamentally different from that of natural science. (Weber, 2004) .

This anti-positivist approach states that to understand the world, it is essentially understand it from the inside rather than from the outside. Accordingly, the view of the individuals who are directly involved in the activities understudy is very important to come up with subjective meanings. Therefore, it is hard to generate objective knowledge by using this approach (Denzin and Lincoln, 1994).

Interpretivism is suggested upon the view that a strategy is required to respect the difference between people and the objects of the natural science and therefore, requires the social scientist to grasp the subjective meaning of social action (Bryman, 2003).

Research methodologists within the interpretive tradition propose criteria for evaluating knowledge claims like credibility, transferability, dependability and conformability (Weber, 2004). The interperetivism philosophy, urges that the social life of the management and business is rich and far too complex that requires in depth understanding of diversity, possibilities and interpretations. It relates to the view, opinion and perception of people as they are experienced and expressed in every day life (Saunders, et. al, 2003).

However, positivism and interpretivism rely on quite different assumptions about the nature of knowledge, and demand considerably different approaches to research. Positivist epistemology tries to understand a social setting by identify individual components of a phenomenon and then explaining the phenomena in terms of constructs and relationships between constructs. Therefore, this approach encompasses a more quantitative approach (Cavaye, 1996). The interpretivist approach, however, aims at understanding a phenomenon from the participants point of view, whom is directly involved with the phenomenon under study.

The following table shows the difference between positivist and interpretive research approaches:

Metatheoretical Assumptions About	Positivism	Interpetivism
Ontology	Person (researcher) and reality are separate.	Person (researcher) and reality are inseparable (life-world).
Epistemology	Objective reality exists beyond the human mind	Knowledge of the world is intentionally constituted through a person's lived experience.
Research Object	Research object has inherent qualities that exist independently of the researcher.	Research object is interpreted in light of meaning structure of person's (researcher's) lived experience.
Method	Statistics, content analysis.	Hermeneutics, phenomenology, ect.
Theory of Truth	Correspondence theory of truth: one-to-one mapping between research statements and reality.	Truth as intentional fulfillment: interpretations of research object match lived experience of object.
Validity	Certainty: data truly measures reality.	Defensible knowledge claims.
Reliability	Replicability: research results can be reproduced.	Interpretive awareness: researchers recognize and address implications of their subjectivity.

Adopted from (Weber, Ron, 2004).

The other conceptual frameworks of research or paradigms are critical theory and constructivism.

Critical Theory: emphasises social realities incorporating historically situated structures. Thus critical theory researchers aim at critiquing and transforming social, political, cultural, economic, and ethnic and gender values (Guba and Lincoln, 1994).

However, this paradigm is also not appropriate for much marketing research unless the researcher aims to be a ``transformative intellectual" who liberates people from their historical mental, emotional and social structures (Guba and Lincoln, 1994) .

Constructivism: holds that truth is a particular belief system held in a particular context.

Like critical theory, constructivism inquires about the ideologies and values that lie behind a finding so that reality actually consists of ``multiple realities'' that people believe in (Guba and Lincoln, 1994). This constructivism approach may be suitable for some social science and consumer behaviour research like that about religion, beauty or prejudice but it is rarely appropriate for marketing management research because the approach excludes concerns about the important, and clearly "real", economic and technological dimensions of business (Hunt, 1991).

Paradigms: theoretical construction of research

	Positivism	Symbolic Interactionism: Phenomenology; Feminisim; ect.
Ontology:	Realism / Objectivisim	Constructionism
Epistemology:	Empiricism	Interpretivism
Methodology:	Quantitative	Qualitative
Research	Fixed design	Fixed / flexible design

Adopted from Sarantakos, 2005.

As the author is going to asses employees' satisfaction and motivation from respondents view point in order to meet one of objectives of the research . Therefore, the interpertivist epistemological position would be appropriate to grasp the socially constructed meaning, and then reconstructed these meaning in a social scientific language to generate knowledge from the study under investigations (Interpretivism – Ontology and Epistemoly, 2005). Methods commonly used in this context are interview or narrative interview and content analysis (Sarantakos, 2005).

Methodology: Frank-Nachmias and Nachmias(1996), assert that there is no perfect or universal agreed research methodology, but there are two main theatrical stance of research i.e. qualitative and quantitative that are followed separately according to the type of study.

While, Sarantakos (2005), believes that the two approaches can be employed together successfully in the same study and this integration called triangulation. According to Yin (1994), there is effectiveness for combination of the two methodologies that rests on the premise that the weaknesses in each single method will be compensated by the counterbalancing strengths of other.

However, a positivist commonly follows the quantitative research ,while, interpretivist subscribes to qualitative research and the critical theory and constructivism follow the same path of interpretivism (Healy & Perry, 2000).

Between quantitative and qualitative research models there are major differences , as they are addressing different aspect of reality in two ways and both of legitimate impressions of their study object (Shaw, 1999).

Quantitative researches methods tend to be measurable and analysis of statistical data to link a set of data to another, in such approach of research questionnaire, structured interviews, test – measures and observations often used to collect data. These methods provide an artificial depict of every day life (Smith et al, 2004).

Qualitative research subsumes several divers' research methods of data collection that differ from each other considerably. They are associated with "face-to-face" contact with people in the research setting, together with verbal data and observations. Qualitative methods as a whole are unique and marked by certain criteria such as , lack of strict structure, loosely planned designs geared to capture reality in action, expressive language, collection of thick descriptions, presentation of data in the form of words and pictures, and context sensitivity (Crabtree and Miller, 1992; Flick et al., 1991, 2000. Lamnek, 1993)

Quantitative researches tend to use scientific attitude scales forms such as the likert scaling technique and other techniques to address meanings (Leonard and McAdam, 2001).

While, qualitative research is interested in assign meaning, process and interprets people's behaviour in term of value, norms and culture of phenomenon under study (Eldabi et al, 2002).

Qualitative emphasizes words than quantification in the collection and analysis data of the phenomenon under study by understanding the natural circumstances surrounding it through observations (Zikmund, 2000). On other side, quantitative research relay on quantification to collect and analysis of data and study reality from outside (Stiles, 2003).

Bryman (2003), urged that in qualitative research, theory is supposed to be an outcome of an investigation rather than something that precedes it, thus it is inductivist, constructionist and interpretivist. While the concern of quantitative research is testing hypotheses, thus it is a theory – testing approach (Ruyter & Scholl, 1998).

Easterby-Smith et al., (1991), bracketed the differences between qualitative and quantitative research as:

- Qualitative researchers reject the quantitative, positivist methods.
- Quantitative researchers tend to separate themselves from the world of respondents so they are not study it directly, while the qualitative researchers involve directly with everyday life details of respondent understudy.
- Quantitative researchers are less concerned with description details, while qualitative researchers tend to consider this description rich and valuable for their researches.
- Through detailed interviewing and observation, qualitative researchers believe they can get closer to the respondent's perspective.

However, these differences do not suggest differences in quality as both research models are valuable in their own context and are highly useful (Shaw, 1999).

In practice, what dominates in marketing research is the quantitative rather than qualitative approach, but this trend is changing due to several reasons such as the advancement of information technology that make the quantity of quantitative information available to marketers (Ruyter & Scholl, 1998).

Therefore, the author decided to use a qualitative study because this methodology is more suitable for service organizations because it cannot be approached from the exterior standpoint demanded by positivist approach due to its fast – changing and fluid environments(Gill and Johnson, 1991). Another advantage of qualitative research for services contexts is that it permits research to evolve, develop and build on earlier pre-understanding (Hill, 1993).

So, by taking account of the services and qualitative research characteristics, it is possible to determine the key matching features that emphasize the suitability of qualitative methods for services marketing research.

Qualitative methods allow to gather data on dynamic, experiential processes and the interactive nature of services phenomena, where the interaction of the researcher with respondent's world , living through highs and laws of their lives in order to know the phenomenon under study in a way that few other methodologies permit(Hill, 1993).

3.4 Criticism of qualitative research:-

Qualitative research has been, and perhaps still is, questioned, especially by the quantitatively focused research world. Silverman (1993, p. 20) writes:

"In traditional, quantitatively oriented texts, qualitative research is often treated as a relatively minor methodology to be used, viewed from this perspective, qualitative research can be used to familiarize oneself with a setting before the serious sampling and counting begins."

Denzin and Lincoln (1994 ،p. 4), provide additional criticisms of qualitative research, by claiming that qualitative research is unscientific, or only exploratory, or entirely personal and full of bias.

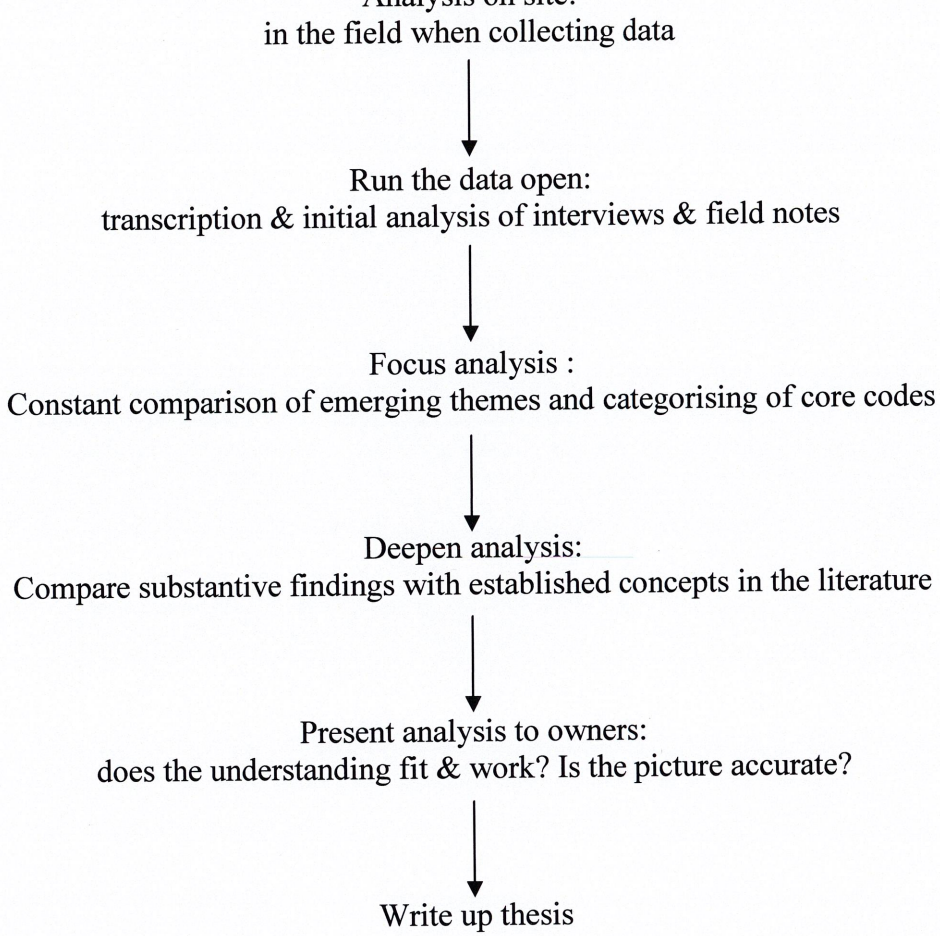
However, it is important to take these criticisms seriously, but it is not enough to simply reject all forms of qualitative research as there is no reason why good, scientific research could not be performed using qualitative methods. (Silverman, 1993; Alvesson and Skoldberg, 1994; Alvesson, 1996).

3.5Research Approach:

Since the author of this study decided to use qualitative research paradigm as primary source to guide this exploratory study in order to generate a comprehensive understanding of whether the practice of internal marketing has an effect on the level of employee satisfaction and motivation within Bahrain Post.

An inspired inductive approach would be applied to summarize the varied rich data into brief format, to establish link between the objectives of the study and findings and finally to develop or build theory from concept or categories that emerge from raw data (Lincoln and Guba, 1986).

The inductive approach is a systematic procedures to analyzing qualitative data. To make this statement more clear , the under below figure can illustrate the process.



Adopted from (Shaw, 1999)

As inductive approach, the first step to be taken is collecting data and analyzing it on site as soon as the researcher starts collection. Data analysis with collection is important stage to enable the researcher to control over emerging ideas by making adjustments , redirecting data collection and test the emerging concept and categories simultaneously without delayed until all primary data collected to gather more reliable and valid data as the qualitative research generate rich and thick desecration of information (Dey, 1993).

Next stage is reading and rereading the transcripts and memos that made by the researcher to raise the awareness with the data of the patterns, themes and categories of meanings existing in the data, and to start the process of structuring and organising the data into meaningful units. At this stage, some undesirable data will be coded in a variety of ways, and all data will be reduced to manageable level (Strauss and Corbin, 1990).

Patton (1987), emphases up on collecting additional data and comparing it with sections labeled with open codes during previous coding to define the similarities and differences between sections of coded data. This process of constant comparison of coded sections of data will continue until saturation to code sections exists, where no new patterns or themes emerged.

The last stage of this process is compare the existing concepts and theories with the relationships that emerge between categories of empirical data and then comparisons with the concepts and theories used in relevant internal marketing literature to formulize the theory (Strauss and Corbin, 1990).

3.6 Frame of Research:

Employee's satisfaction or job satisfaction has been defined by Locke, (1976:1300) as:

" a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences".

The focus is on employees' satisfaction and motivation which is related to the internal marketing. Thus the proposed key theme concepts of the interview are:

- Opinion towards motivation and recognition.
- Opinion towards job involvement (empowerment).
- Opinion towards salary.
- Relation with colleagues.
- Supervision.
- Training and development.

- The organization's environment.
- Security.

3.7 Sampling:

Patton (1990), argues that it is important in a qualitative inquiry to select a sample from which one can learn a great deal about issues understudy. Kuzel (1999), assert that in qualitative approach there are no rigid rules or guidelines for sample size but generally it consists of small sampling units between four to forty respondents in order to capture the respondents' specific response and interpretation.

According to Walker (1985), purposive sampling design is appropriate to a qualitative research as this approach tends to study small number of people with specific characteristic or experience rather than taking a random cross section of the population.

Therefore, the author decided to apply the purposive sampling approach or purposeful sample in order to meet the research aim from the view point of contact-employees themselves . However , the selection of the sample of the study on the basis of individual employee who are working with the organization for more than five years as to obtain broad range of responses. In order to get a full representation, eight employees from different profile are chosen such as male and female, their ages are between 35 and 40 years from non managerial level and they are all Bahraini, from the same culture background but mixed ethic.

3.8 Data Collection Methods:

This study can be classified as exploratory one that aims to discover whether the internal marketing practice within Bahrain Post has an effect on employee satisfaction and motivation (Merriam, 2002).

Bryman (1989), asserted that within qualitative research, interviews are appropriate tools of data collection because they allow the researcher to explore the problem understudy from the viewpoint of the "Actor." Bingham and Moore (1959), described the qualitative interview as "conversation with a purpose" where the researcher and respondent become "conversational partners". However, interviews are more than conversation as there is a purpose and structure and they carry flexible elements because of answers (Lindlof, 1995).

Patton (1990), defined the purpose of interview as being "to find out what is on someone's mind.... We interview people to find out from them those things we cannot directly observe."

Another advantage of considering qualitative research interviews is that provides the opportunity for interviews to receive feedback and personal assurance about the way in which information will be used (North et al. 1983, cited in Healy , 1991) .By using personal interview the researcher achieve a higher response rate than using questionnaires as the interview has more control over who answers the questions in comparison with a questionnaire, which may be passed from one person to another and many shortcoming are associated with the use of them (Sanuders et al, 2003).

There are different kinds of interview exists within qualitative approach such as structured interview, unstructured interview and semi- structured interview (Bryman, 2003).

According to Zikmund (2000), semi –structured interview is one of techniques that can be used successfully with this kind of research to collect primary data while, the secondary data will be gathered from journals, books, magazines and unpublished sources of the organization.

Therefore, the decision was made to conduct semi-structured interviews with concerned contact staff because this kind of data collection were highly flexible by allowing the interests and thoughts of respondent as they relate to their own thought processes. This type of interviews does not follow rigid procedures, but a list of questions or topics will be needed to capture data before starting (Bryman, 2001).

Data would be collected on the respondents' work premises and during working hours in order to discover, interpret and understand respondent's perspective of the research subject as well as collecting data during conversations and participant observation.

Eight semi – structure interviews would be conducted by the researcher, primarily with non – managerial staff in the five different postal counters that reflect a much wider range of contact- staff and they were: Two Manama Post Offices, Muhharaq Post Office, Budiya Post Office, and Riffa Post Office to asses their satisfaction and motivation.

While conducting the semi – structure interview, the following steps would be followed:

Introducing the research to respondents concerned in which they are being asked and for giving their time. This introductory stage would be variably by speaking to the respondent without using academic jargon or technical terms. The intention was to provide assurance about confidentiality, and honestly to make the respondent talking freely. Mellon (1990), calls this the "introduction and small talk." Hannabuss (1996), emphases up on achieving rapport with respondents to encourage them to participate and continue with the interview as this relationship was crucial to the success of the process.

The third stage of conducting the semi - interview was to ask questions in clear and open format to allow the opportunity for the respondent to answer in open manner also any ambiguity or leading questions should be avoided (Bryman, 2003).

The researcher might need to probe such as: How did you feel then? Or , what happened after that? in order to get below the surface, especially where the respondents make assumptions about some people or the organization in away to confirm or reaffirm facts or opinions (Daymon et al, 2002).

During asking questions , recording the interview was important to preserve respondent's words as accurately as possible after taking respondents approvals .

Tape – recording is useful instrument in this regards as it enable the researcher to maintain eye contact and pay attention to what the respondent's say without paying attention of writing notes (Daymon et al, 2002). After finishing recording , transcription of tapes was essential for researcher to become sensitive of the issue of importance in order to develop theoretical area (Conduct interview, 2006).

Before leaving the interview, respondents should be given a thank you – note for their time and efforts in participating in the research (Bryman, 2003).

3.9 Interview Questions:

The author had limited knowledge of employee satisfaction and motivation in Bahrain Post; therefore she heeded to Sarantakos (2005), advice to use the open-ended questions to explore this new area of the research topic. Because, the open-ended questions have advantages as they allow respondents to state their answers in the way they see appropriate in their own way and in their own words . In other word to make respondents talk freely (Gibb,1999). According to Kvale (1996) , questions should be highly variable .

Further more, the author would used simple, plain language and avoid jargon or technical terms in order to avoid different views of what means or misunderstanding terms (Bryman, 2003).

The four following styles of questions will be adopted:

- General questions : Do you feel valued as a member of staff? When the respondent answer (yes) or (no) a follow up question would be posed such as: What is done to make you feel valued or not?
- Direct questions : Is the organization actively working to sell its products to its employees? How? Is/ is not the organization do to attract the best people? How? Do the employees get training or education of any kind? How often? Do you believe that internal marketing has an effect on job performance, employees – customer relations and the emergence of innovation and new ideas? What types of motivations activities does Bahrain Post use?

  Do you know what is motivating the employees? Is there any reward system for employees? How does it work? How important is it that the employees follow Bahrain Post's policy and procedure manuals? Can they take their initiative?
- Indirect question: What do most people around her think of the way the management communicate with employees? At what level the management communicate with employees? By what means the management communicate
- with employees? Follow up by another question to get respondents' own view like; is that your opinion too?
- The author would end the interview with closing questions: If you were advising the management, what are main changes or improvement that you would recommend to improve the internal marketing activates.

3.10 Reliability, Bias and Validity:

No criteria for quality have yet been developed by qualitative researchers instead they use a mix of criteria that have been developed to quantitative approach (Riege and Nair, 1996; Yin, 1994). Hence, Maxwell (1996), Kvale (1996), Hammersley (1998) and Silverman (2001) argue that applying reliability and validity benchmarks to qualitative research will offer the most effective means of evaluating the quality of research.

The author would make sure that her owns characteristics and background will not affected the respondents' perceptions during the process of interview (Maxwell , 1996).

The findings would be generalized by relating them to the literature review in order to build theoretical propositions or concepts . In addition, the findings will be shown to respondents by summarizing, repeating or paraphrasing their words and asking for their comments in order to check their reaction to data and findings and achieving compatibility through comparing the researcher's interpretation with respondents' perceptions.

Denzin (1989) claims that triangulation comes in a combination of more than one data collection methods to corroborate the data, therefore during the semi-structure interview process a tape recorder will put in use to check the respondent's specific words and also analyzing relevant documents such as annual reports, magazine and articles to obtain better picture of research topics.

A record of all activities that take place during the research process would be established such as methodological and analytical choices, while collecting data, a note of extended transcript will be making as well as a research database.

3.11 Research Ethics:

There are numbers of basic ethical principles that judge any study during moving from stage to stage from planning, implementation, and the outcome. These principles are: the rights of free and informed choice, protect the individuals and equipment from any harm, rules of autonomy, privacy and honesty (Daymon and Holloway, 2002).

Before embarking on the research topic, the author met the Undersecretary for Post to discuss and gain his verbal consent upon the purpose of the research. Afterward, an official letter has been sent to assure him upon what has been agreed in writing forms.

The author also confirmed that the research results would be shared with Bahrain Post and no commercial or confidential information would be published without the permission of the management. As a result, the Undersecretary for post gave his instructions to heads of sections to co-operate with the researcher and provide her with needful assistant.

Employees who were selected to participate in the research have been informed in writing consent of objectives and process of the research. They were given options to participate, withdraw or to refuse to answer some questions fully or at all. A sign informed consent has been obtained from them. They were confirmed that confidential information that jeopardizes their careers would not be released to public neither to the organization's management nor make it possible to be linked to a particular respondent.

Since the success of any qualitative research relies on respondent's cooperation, therefore the author would be sensitive to the comfort level of respondents. If respondents fell uncomfortable or do not wish to go on with the interview process, then the author would not probe or confront as well as if the respondents fell uncomfortable or does not wish to go on with recording the interview. At the final stage of the research, a full and accurate explanation to respondents at the conclusion of the study would be provided.

3.12 Summary:

As Gill and Johnson (1991), advised the author decided to use a qualitative study because this methodology is more suitable for the nature of service organizations that have fast – changing and fluid environments, that cannot be approached from the exterior standpoint demanded by positivist approach.

An inductive approach was applied to summarize the varied rich data into brief format, to establish link between the objectives of the study and findings and finally to develop or build theory from concept or categories that emerge from raw data (Lincoln and Guba, 1986).

According to Walker (1985), purposive sampling design is appropriate to a qualitative research as this approach tends to study small number of people with specific characteristic or experience rather than taking a random cross section of the population.

In order to get a full representation, eight employees from different profile are chosen such as male and female, their ages are between 35 and 40 years from non managerial level. They are all Bahraini, from the same culture background but mixed ethic.

The author would conduct the semi – structure interview with each respondents with four main question such as: Do you feel valued as a member of staff? When the respondent answer (yes) or (no) a follow up question would be posed such as: What is done to make you feel valued or not?

Do the employees get training or education of any kind? How often? What do most people around her think of the way the management communicate with employees? By what means the management communicate with employees? Follow up by another question to get respondents' own view like; is that your opinion too? If you were advising the management, what are main changes or improvement that you would recommend to improve the internal marketing activates?.

CHAPTER FOUR

4. RESEARCH FINDINGS and ANALYSIS:

As indicated in chapter three, a qualitative approach was followed for this study as this was found to best suit the nature of the subject in hand. Certain inductive procedures will be applied such as analyzing is done while collecting data through semi-structured interview, then the rich data is summarized into brief format to generate concepts that clustered into descriptive categories (Guba & Lincoln 1994).

The aim of this study is to assess whether the practice of internal marketing has an effect on the level of employee satisfaction and motivation within Bahrain Post. The author set the following objectives: (1): to research the concept of internal marketing through an analysis of pertinent academic literature. (2): To carry out primary research (interview) in order to assess employee's satisfaction and motivation within Bahrain Post. (3): And finally, to analyse through comparison the academic literature and primary research findings to assess any gaps.

4.1 Interview questions :

Before starting the analysis stage, the author will like first to introduce the interview's questions in order to follow the Chenail's (1995), technique in presenting qualitative data, which can be summarized as "openness, data as star, juxtaposition, and data presentation strategies."

Therefore, questions that asked for respondents and their responses are detailed here under, one by one; afterwards, the analysis corresponding to literature review is made along with each question.

1: Do you feel valued as a member of staff? When the respondent answer (yes) or (no) a follow up question would be posed such as: What is done to make you feel valued or not?

Q2: Is the organization actively working to sell its products to its employees? How?

Q3: Is/ is not the organization do to attract the best people? How?

Q4: Do the employees get training or education of any kind? How often?

Q5: Do employees feel secured? Can you explain please?

Q6: Is there any reward system for employees? How does it work?

Q7: What types of motivations activities does Bahrain Post use? Do you know what is motivating the employees?

Q8: What do most people around her think of the way the management communicate with employees? At what level the management communicate with employees? By what means the management communicate with employees? Follow up by another question to get respondents' own view like; is that your opinion too?

Q9: Is the top management committed to the internal marketing? Could you tell me more?

Q10: How important is it that the employees follow Bahrain Post's policy and procedure manuals? Can you take your initiative?

Q11: If you were advising the management, what are main changes or improvement that you would recommend to improve the internal marketing activates?

The author used open questions format to allow respondents to state their answers in the way they see appropriate in their own way and in their own wards. Open questions are thought to carry less risk of biasing responses and more chance of unearthing genuine attitudes and views. Another reason for using the open questions or the free – answer questions because the author dealt with group of employees whose level of knowledge was unknown or was to ply variable. The open format was suitable as the author trying to generate theory from data rather than verifying it (Vineight, 1995).

The author used particularly those questions to asses employee's satisfaction and motivation within Bahrain Post. Thus, to meet the second objective of the study.

4.2 The Research Overview:

The chapter begins with interpretation of the empirical data, followed by using the "Constant Comparative method" (Glaser and Strauss, 1967) to compare the findings of empirical research with a review of the internal marketing literature.

This method involved the researcher to engage in a systematic search for similarities and difference between the slices of data contained within different categories and between core categories and concept and theories that exist in the literature review.

The research attempts to build theory in the area of internal marketing, using qualitative data that collected from eight semi-structure interviews as the primary source and formal documents of the organization such as the annual report, presentations, and others as a secondary source.

Categories and their terms or names are derived from literature review (Appendix no.5). These categories form an emergent structure to organize data for analysis. As second step the author would follow in analyzing, the data is to place textual data that fits the appropriate categories. Data are then transcribed into tabular forms (Appendix no. 6).

The purpose therefore, of this section is to provide in some depth, both the relevant findings of the work across each of the main subject identified through the interview script and the researcher's interpretation of these findings.

Respondents (R) findings are related to the need to satisfy employees or internal customers so that he or she can understand and value the philosophy of providing satisfaction for external customer and to the idea of the employee as internal customer. Thus, the investigated main themes of the findings are:

- Employee as customer.
- Employee satisfaction and motivation.

Conclusion and recommendations are then drawing out from findings and analysis.

4.3 Employee as customer:

Based on the notion of "employee as customer" that employees should provide with bundle of benefits, the findings of present study indicate the followings:

- The importance of employee.
- Selling products to employees.
- Attraction of new employees.
- Employees' development.
- Employment security.

4.3.1 The importance of employee:-

Q1: Do you feel valued as a member of staff? When the respondent answer (yes) or (no) a follow up question would be posed such as: What is done to make you feel valued or not?

Some respondents' state that they feel valued by their direct supervisors, hence they like working with these particular supervisors. Sources of value for them are information sharing, facilitation of job performance empowerment and communities of practice involvement.

"I consider myself valued than previously by direct officials. They bear me some responsibilities (I delegate as a postal technician), because there is confidence in my ability." (R4)

"When we are praised by our supervisor we feel appreciated and valued… consequently, we feel motivated in doing our best towards achieving the targets set." (R7) comments.

This is as the same information revealed from the literature review that argued the internal marketing is seen as a mechanism for spreading the responsibility for marketing across the whole organisation (Sargeant & Asif, 1998). Internal marketing in this trend may be viewed as a tool to improve cross-functional coordination and co-operation and to help the individual employee to understand the significance of his/her position and to create an awareness of how they relates to others within the organisation (Christopher et al., 1991).

Gummesson (2000), suggests that senior management is the foster of the ritual of the "internal customer" by encouraging individual employees to focus on delivering top service quality in their internal service encounters. By making the ritual of "internal customers" central to the way in which employees perceive themselves and each other, senior management aim to achieve internal customer satisfaction as a start to external customer satisfaction.

Gummesson (1987), emphases that the application of an internal marketing focus which encourage the concept of the internal marketing is the key to insure the impact of internal relationships on the quality of service delivered is positive. Even Rafiq and Ahmed (1993), who disagree with the concept of the internal marketing, they support the integrative role that internal marketing can play within the organization. As such, internal marketing can create an internal climate that encourages employees to regard each other as part of an overall organizations team.

On other hand, Varey and Lewis (1998), view the internal marketing, as internal relationship management is an integrative process within a system for fostering positive working relationships in a developmental way in a climate of co-operation and achievement.

4.3.2 Selling products to employees:-

Q2: Is the organization actively working to sell its products to its employees? How?

The above question was posed in an attempt to further analysis the internal marketing activities within Bahrain Post. All respondents replied that it is important for Bahrain Post to sell new products or services to its employees before implementing them to external customer in order to achieve employees' commitments and full participate in promoting and marketing these products to external customers.

"When introducing any new services must be made prior to the staff in charge of the delivery of such services and should not be imposed on them." (R2)

This contrast with evidence that emerged from the literature reviewed which reveal to succeed in the external marketing. It is apparently necessary for any service organization to succeed in making employees more conscious of themselves as customers operating in their working environment and not only be aware of the external customers (Kohli and Jaworski, 1990; Narver, Slater, 1991and Day, 1990).

In order for employees to be more conscious of themselves as customers, service organizations must first sell the job to employees before they can sell their services to customers (Sasser, 1976). As the satisfaction of internal customers is an important factor to achieve the success of a service firm (cf. Gremler et al., 1994).

Rafiq & Ahmed (1993), argue that there is problem with the concept of "Employees as customers", is that the "products" that employees are being sold may be unwanted or may in fact have negative utility because they may not want them (e.g. new methods of working). This situation is the opposite to what happen in normal marketing situations where customers do not have to buy products that they do not wish to buy and the consequence of non purchase are not drastic also they have a range of competing products to choose from.

This is unlikely to be the same case in internal marketing situation where particular policy will be on offer as either employee must accept the "product" or in final analysis, they can be forced to do things under the threat of disciplinary action or dismissal.

4.3.3 Attraction of new employees: -

Q3: Is/ is not the organization do to attract the best people? How?

Answering this question, two respondents place a top emphasis on getting the right people. It is important to ensure that the right people are found for specific tasks in order to provide customers with good service. Respondents explain their views by stating that the management should set a contest to select the best personnel who interest to work in organization not only because they are academically qualified but also have the personal desire and passion to work in this sector of services so at the end they will become value creator in their field.

"Bahrain Post should aim top and use multiple methods to recruit new and the right employees who are customer conscious to improve productivity and superior service quality" R (5).

"Management must renew the blood of the service by recruiting new staff to replace old one who are weary routine and all of them waiting to retire when the organization is privatized "(R2).

The present study's findings show that in implementing internal marketing, Bahrain Post do not use human resource management activities such as attraction, selection, and recruitment, which are traditionally used to target external audiences. This is in contrast to some of the findings that emerged from the literature reviewed. Palmer (1994), and Maitland (1990), state internal marketing should include all the human resources management policies. Berry (1980), and Kolter (1997), postulate internal marketing is about attracting and hiring the best people possible.

Berry and Parasuraman (1991), posit that among other things, internal marketing is about attracting qualified employees through job products that satisfy their needs.

While, Lewis and Entwistle (1990), argued that an effective marketing strategy should result in the recruitment and selection of the right people. As Berry and Parasuraman (1991) observed "One of the principle causes of poor service quality is hiring the wrong people to perform the service."

Hales (1994), also, holds that internal marketing is aimed at the attraction, selection, and motivation of ``service-minded", ``customer-conscious", employees to aid the perceived service quality and effective external marketing of the enterprise as a way to competitive advantage.

Consequently, attraction of the best personnel, their selection, and motivation becomes of critical importance where the quality of the service is the only real differentiating factor between competitors. This situation occurs most frequently in service environments in which customers are to ply demanding of employees, coupled with employees who in turn hold top expectations from their jobs as sources of self-actualization and self-development (Thompson et al 1978: 263, Sasser and Arbeit, 1976: 64). Under these conditions, Mohammed Rafiq et al, (2003) believe that the effect of employing an internal marketing approach would be to create more satisfied customer-contact employees who appreciate clearly the logic and benefit of courteous, empathetic behavior and hence lead to greater customer satisfaction.

4.3.4 Employees development :-

Q4: Do the employees get training or education of any kind? How often?

Answering the above-mentioned question, all of respondents agreed that training is most frequently needed as a basic component of an internal marketing program. Employees are providing with necessary amount of training that enable them to carry

their task. Nevertheless, they all critic the training in house, which Bahrain Post follows in its effort to develop individual competences.

"The key idea is investing in people, enabling staff to develop their abilities and progress in their career paths , but all training programs are take place at work place" (R8) comments.

"Training opportunities available in the workplace for a period of an hour or two, in this view, results have not any impact upon performance, but should be training in specialized institutes." (R1).

"The main activity of internal marketing is training. Bahrain Post is encouraging individuals to develop their technical competence in an effort to improve the organization outcome. In my opinion, this is still inefficient to achieve personal growth; especially most training hours are spent at house." (R2)

"Usually training takes place in the workplace, and old staffs are responsible to train the new staff which I believe is unhelpful because it will be at the expense of old one . There must be a special section for training." (R6)

While some of the findings of the present study are not supported with the literature reviewed as Wheatley (1987), emphasize on the role of the internal marketing as a continuous training to enhance the service providers' knowledge of their service and capabilities, awareness of market opportunities and marketing skills. Gronroos, (2000), urge it that some in- house training is often helpful and encouraging as a continuation of the course or training program .

These accords with Vandermerwe and Rada (1988), who emphasize the mobilization of corporate knowledge as an inimitable customer – value creator as training should be delivered not by professional trainers only, but by people who provide the service itself (i.e. middle managers), as they know the service better than a professional trainer could know . Managers who take part in training activities plays as a motivating force, a source of self – esteem and build trust between him and employees. Senior managers especially act as knowledge and learning champions who their action are very important cues in supporting the development process, help to overcome resistance, sharing ideas and enhance involvement in activities that promote learning (Berry & Parasuraman, 1991).

The author opinion is that the in-house training and development is an area where can be benefit from the metaphor of employee as customer. Many organizations when they design and evaluate training they ignore the input of the employees who are actually trained. Considering employees as customers requires the organization to not only seek their input but also to incorporate their evaluations into overall assessments of training outcomes because they are in the best position to assess their needs, as well as most capable of prescribing methods for improvement (Lawler, 1992; Manz and Sims, 1993).

4.3.5 Employment security:-

Q5: Do employees feel secured? Can you explain please?

All respondents state that they feel secured as they are working with government entity. They work with Bahrain Post for long time and they do not want to change to other job because they feel committed and loyal to the organization.

"I love my work; I am working with Bahrain Post for 31 years"(R6).

There is congruency between the findings of the present study and the literature reviewed regarding the application of internal marketing that translated into positive

employee attitudes towards their job including organizational commitment, work motivation and job satisfaction (Broady – Preston and Steel, 2002).

Pfeffer (1995), suggested that the internal marketing could be practiced through providing job security to employees, as organizations that provide job security is committed to their employees and employees in their demonstration of toper levels of job satisfaction and trust in management should return this commitment (Guest & Conway, 1999; Tsui, Pearce, Porter, & Tripoli, 1997).

4.4 Employees satisfaction and motivation:

This theme led respondents to discuss how employee satisfaction with managerial processes that include supervision, benefits, work design and work environment can enhance employee performance.

The key underlying principles that found as internal marketing activities are:

- Measure and Reward.
- Communication and Management.
- Employees' empowerment.

4.4.1 Measure and Reward:-

Q6: Is there any reward system for employees? How does it work?

Q7: What types of motivations activities does Bahrain Post use? Do you know what is motivating the employees?

All respondents replied that there is a reward system within Bahrain Post. But Four of them critic the way the management follow to measure and reward for superior employee performance. Respondents believed that they do not get reward incentives on fairness base. All of respondents believed that whilst financial incentives are important factors, they also mentioned range of activities such as good working conditions, relationship with colleagues, job security, and team working as

motivators. While, six of respondents believed that financial incentives are keys motivators of any effective internal marketing programmes.

"Bahrain Post uses, among other IM, monetary reward related to performance … there's a quality bonus. But I do not believe that the administration is applying this system on scientific base" (R1).

"One of the key activities of IM is to provide monetary incentives to encourage staff to be creative and show exceptional performance. Employees are reward for their performance" R8 comments.

"I do not think you actually have to be given any thing as long as your supervisor tells you are doing a good job. Because that's a reward in itself and so on, you don't necessarily have to be given money as long as you are thanked for what you are doing." (R5).

"Numbers of activities can motivate staff, for example, sending messages of thanks to employees, or that the selection of a staff officer of the month as in some fast food restaurants." (R2).

"There is cooperation among the group working in the branch and, therefore, this relationship make the staff feel apart of the organization, thus they performed well" (R 4).

The findings of the study collaborate with the findings from the literature reviewed. It is understood from the notion of customer that employees must be afforded some benefits as exchange in changing their behaviour. The motivational incentives such as cash bonuses, award and others can be used to overcome short – term resistance or to increase productivity (Ahmed & Rafiq, 2002).

The literature review reveals also similar findings regarding motivational incentives , there is a range of differing factors beyond the merely financial that motivates individuals such as empowerment, job enrichment and continuing feedback as important source for developing and maintaining top – achieving employee through fostering loyalty and greater employment satisfaction (Rowley, 1996).

The internal marketing process would bring more members of an organization into a market-like environment and provide greater legitimacy for management decisions and collaborative working practices (Vary, 1995).

Grönroos (1981), recognized that the object of the IM is to ``get motivated and customer conscious employees because contact employees in services become involved in what he termed ``interactive marketing", so they are necessary to become responsive to customers' needs. Grönroos (1981) , emphasis that not only do buyer-seller interactions have an impact on purchasing and repeat purchasing decisions but also, crucially, that buyer-seller interactions provide a marketing opportunity for the organization. Therefore, to take advantage of these opportunities requires customer oriented and sales-minded personnel.

The author's opinion, the Bahrain Post reward and incentive systems are still not matched with customer satisfaction and loyalty goals. Aligning rewards systems with customers outcomes can be challenging because these systems are well entrenched and employees have learned over time how they need to perform within the old structures. Change is difficult both for senior managers who may have created and still may believe in the old systems and for employees who are not sure what they need to do to succeed under the new rules (Vary,1995).

4.4.2 Communication and Management:-

Q8: What do most people around here think of the way the management communicate with employees? At what level the management communicate with employees? By what means the management communicate with employees? Follow up by another question to get respondents' own view like; is that your opinion too?

One of a predominant motivation factor found in this research is that all interviewed respondents consider that sufficient communication is most important in both ensuring that employees have all information they need to fulfill their tasks and employees motivation. They place great importance on open communication between top management, and contact- employees.

"Most of employees consider the level of communication between top management and themselves is insufficient. Poor communication is seen as a key driver of negative feelings and among the organization's employees and it is considered the only way to find out what happening is either from the rumors or from news papers." (R6) comments.

"For myself, I feel that is a 'veil of secrecy 'over every thing that is happening in Bahrain Post. The under secretary can say what he knew, answer questions or explain why he cannot, so ensuring that employees are never tend deceived. In absence of top management communications, employees are forced to rely on rumors which focus on negatives." (R6) continues.

Another respondent (R1) state that "one-to one, face-to-face communication between employees from different levels with the Under Secretary in particular is the most credible source of communication that motive staff. It is indispensable for relationship marketing. It can be used to discuss issues, communicate confidential information, transmit bad news, and test out ideas."

"Communication supposed to be open between the staff and management to address problems and obstacles faced by staff, which would have a positive impact reflected directly on services delivered to customers. Regarding my opinion, I feel that we are ill informed of what is going on in the organization and there is considerable fear about the safety of my job" (R1)

These findings are in contrast with literature view, as Proctor and Doukakis (2003) consider the internal communication is an important aspect of the internal marketing that creates a community and trust between employees and management and reducing confusion to change. Grunig (1992) goes further by stating:

"Internal communication … is the catalyst if not the key to organizational excellence and effectiveness".

While, Proctor & Doukakis (2003), urge that communication involves individuals sharing meaning by creating and implementing behavioural and attitudes change towards being more customer and service oriented.

Argenti (198), emphasis on the importance of direct involvement of top management in communication activities to all employees at every opportunity to ensure their understanding of how their job products fit into the broader spectrum of the organization's vision.

Regarding the level of which the top management communicate with employees, all respondents agreed that there is a good communication occurs between senior management and contact – staff. This kind of communication build trust, accountability and a successful internal relationships between the two parties which encourage employees to reflect this experience to understand relationship marketing or be motivated to apply it in their interactions with external customers (R3) comments :

"The prim method of giving out information in Bahrain Post followed the model of "cascading" downward the information. Information cascade down through various levels of middle and front-line supervisors who inform us accordingly."

The similarities between the current literature and the empirical data collected from respondents' shows the importance of the middle management's role in the internal marketing process. Argenti, (1981) asserted that in the internal marketing immediate superior play a crucial role in communication effectiveness towards employees' behaviour change in order to understand their role and importance in the implementation of strategies and achievement of organizational objectives.

Objectives of internal marketing must help to redefine the role of managers and the relationships between members of the organization to provide a way to structure the "percolation" of the marketing philosophy through the organization. To emphasize customer orientation in a meaningful way (Argenti,1981).

To demonstrate the integrative role of marketing management in practice in ensuring market-led organization. In addition, to create and maintain an adaptive and responsive business (Argenti,1981).

The internal marketing process would bring more members of an organization into a market-like environment and provide greater legitimacy for management decisions and collaborative working practices (Vary, 1995).

"Staff members are informed through administrative memos because the kind of communication at Bahrain Post is top – down based on a command and control strategy due to the structure of the organization. The top management provides employees at lower level with instructions and guidelines on the expectations of their work and performance. " (R8)

This finding is different than the findings emerged from literature reviewed which argued that the internal communication can use the channels and media of communication such as internal brochures, booklet, and personnel meetings are held to sell new procedures, process and products to employees at every level to enable them to perform their tasks to external customers. At the same level, employees need to communicate with management about their needs and requirement, their view on how to improve performance and their findings of what customers want (Gronroos, 2000).

To perform their jobs perfectly, customer contact employees need, clear, well-defined internal operating conditions and open an informative climate to meet the fast, ever-changing competitive factors such as customer needs, product life cycles and technological innovations. Therefore, it is absolute necessity of providing employees with information in a manner that is targeted, fast and tailored to their needs (Strauss and Hoffmann, 1999).

In the author view , these approaches of promoting corporate priorities and programs have relied on the directive controlling style to organizational influence. Performance priorities are set at the top and simply passed down the hierarchy. Managers and employees translate directives from the top into strategies and tactics at different levels (Davis, 2001).

Q9: Is the top management committed to the internal marketing? Could you tell me more?

Most of respondents view the commitment of the top management is necessary for effective any internal marketing programmes to achieve of top quality, customer – sensitive service delivery. But six of respondents agreed that the commitment of Bahrain Post's management was insufficient or not exists at all as (R1) comments:

"I am not sure if the top management commit to the internal marketing activities. In my opinion, Leadership initiative support and buy in are vital for the success of any internal marketing initiative.

Major changes come from the top down, inspiring employees to follow what their organization leaders truly believe in. But, I feel this not the situation in our case. "

"I don't have definite answer for this question, because of my understanding of internal marketing. I believe that there are cross-functional, internal marketing responsibilities carried by the Under Secretary, head of sections, middle managers, and supervisors .These general managers in a way encourage people in different departments to work cooperatively together. The Under Secretary often deals with cross-functional conflicts and encourages department heads to develop joint solutions to shared problems. " (R2).

Such finding is congruent with literature review that emphasis up on the responsibility and commitment of strategic management which is necessary of implementation an effective internal marketing, achieve top quality and customer – sensitive service delivery within any organization. Berry and Parasuraman (1991:229) put it "because of the very nature of internal marketing function of motivating all employees towards the effective and integrated implementation of corporate and functional goals, the impetus for such a programmes needs to come from strategic management."

Rafiq & Ahmed (1993), suggest that to give internal marketing the top level of managerial commitment, the impetus for programme of motivating all employees towards the effective and integrated implementation of corporate and functional goals needs to come from strategic management to avoid inter-department conflict.

4.4.3 Employees' empowerment :-

Q10: How important is it that the employees follow Bahrain Post's policy and procedure manuals? Can you take your initiative?

The level of empowerment available to respondents within Bahrain Post was another area of relevance to internal marketing considered during the interviews.

Most respondents agreed that since the service is standardized, there are very small rooms for participation by employees. They have some level of authority in relation to interacting with customers. Respondents felt that this form of empowerment allowed them to be more flexible and responsive to the needs of the customer.

Respondents depicted the authority to deal with specific problem is always in direct concordance with individual hierarchical positions: the toper the position, the toper the power, authority, and empowerment.

"I solve most of problems occur with public, because providing customers with their needs instantly, give them greater confidence in the ability of contact – employee and the organization to deliver the service." (R7).

"I know it is inappropriate to make customers hold up whilst I consults with my supervisor, but in fact I deal with small problems as the case is complicated I usually convert it to postal technician" (R2).

The findings are compatible with the literature reviewed. In service marketing empowerment of the front – line can lead to both attitudinal and behavioral changes in employees to result increasing job satisfaction, reducing role stress and less role ambiguity (Ahmed & Rafiq, 2002).

Empowerments clearly bring benefits, as empowered employees are more customers focused and will be much quicker in responding in real time to customer needs. They likely to respond positively to service failures and to engage in service recovery.

These empowered employees can turn a dissatisfied customer into a satisfied, even loyal customer when they take initiative by fixing something after doing it wrong the first that led them to feel better about their jobs and themselves (Dunne & Barnes cited in Varey &Lewis, 2000). Netherless, it is important to acknowledge the fact that there are limits to this authority, which will have to be pre-determined.

Q11: If you were advising the management, what are main changes or improvement that you would recommend to improve the internal marketing activates?

The above question was included within the interview to assess further respondent's satisfaction and motivation. The result obtained from the sample size showed that the majority of respondents put great emphasis up on the way the management communicate the internal marketing to them.

"If I was going to improve IM, I'd let people know that it is the organisation's philosophy first! It is probably down to communication. We have support departments and we realize that we are their customers...and they view us that way but, it's not communicated as a philosophy...it just happened." (R4).

This finding support the view of Sargeant and Asif (1998), who assert that marketing should be embraced as a business philosophy that guides the relationships with internal customers as well as external ones. Failure to marketing internally will not address the divergent employee needs, interests, and organisation objectives. This will result in widening of service gaps that led to failure to deliver top quality service.

While, there was a widespread belief amongst other respondents that they have little input into the design of policy. They feel that there are not any attempts to involve them in planning process.

They believe that joint planning and decision – making with employees involved is a means of achieving commitment in advance to further actions that emerge from the knowledge for the needs and desires of customers so that the involvement of these employees in planning process will lead to improved service outcome.

"Staff should share in decisions-making before its application because the staffs have information that may serve this resolution and improved it and may be in favor of the organization itself." (R4)

"Application decisions without consulting the staff concerned are not in the best interest of the work and therefore the interest of the customer, which means that this is closed in the area of development work." (R 5)

These findings are in contrast with literature review as Bowen and Lawler (1992) include in their definition of empowerment the sharing of information regarding the organization's performance, rewards based on organizational performance, and knowledge that enables employees to understand and contribute to organizational performance. This reflected automatically in the way employees interact with the customers, and they can be the key to new service idea and can often be a cheaper source of market research than going to the customer directly (Bateson & Hoffman, 1999).

4.5 Summary:-

This chapter has been structure the findings and analysis through sought out the views of contact employees in order to assess whether the practice of internal marketing has an effect on the level of their satisfaction and motivation within the Bahrain Post.

The author used open questions format to allow respondents to state their answers in the way they see appropriate in their own way and in their own wards. Open questions are thought to carry less risk of biasing responses and more chance of unearthing genuine attitudes and views.

Another reason for using the open questions or the free – answer questions because the author dealt with group of employees whose level of knowledge was unknown or was to ply variable. The open format was suitable as the author trying to generate theory from data rathar than verifying it (Vineight, 1995).

The adoption of the concept of treating employees as customer is seriously low within Bahrain Post.

One of the findings of the remarks is that if employees provided with the flow of credible, sensible, timely and relevant information, they will be aware of the organizations' goals and objectives which make them perform their job well accordingly.

An effective implementation of the internal communication system may have a positive impact and raise employee's satisfaction and motivation. While, it was assumed that it is the high management obligation to communicate openly, but there was no evidence that respondents felt that any form of reciprocal action might be necessary.

Experience in relation to reward and performance suggests that the organization fail to link the reward system with employees' performance toward serving end customers.

Continues training programs are taking place to develop personnel skills and competence to help changing the employee's attitude and behaviors towards more customers' consciences. One of the consist arguments in the training findings and analysis is that employees trust training courses which are held out side the organization.

The findings of the research show the importance of senior manager's role in implementation a successful internal marketing practice that has the important to inspire a sense team of spirit among the employees of Bahrain Post and reflects top commitment to internal customers.

The findings show the importance role of the top management, to implement a successful internal marketing. Employees' ability to function as service- minded part – time marketers depends largely on the support and encouragement they get from leaders.

The present research findings outlined the importance of empowerment, as empowered employees are not only likely to find their work better than non-empowered employees, but also find it rewarding in other ways than monetary compensation.

The study's findings add evidence that the degree of relationship between internal marketing and employee satisfaction and motivation is so tenuous and variable that, if there is a causal connection, it must be either intrinsically weak or conditioned by other circumstances in the work situation.

CHAPTER FIVE

5. CONCLUSION:

In the previous chapter, within – case analysis were conducted. In this chapter, the conclusions and recommendations will be presented.

5.1 Analysis of meeting the aim:

The chief motive of this research was to assess whether the practice of internal marketing has an effect on the level of employee satisfaction and motivation within Bahrain Post.

To achieve this aim, three objectives were set: (1) to research the concept of internal marketing through an analysis of pertinent academic literature. (2) To carry out primary research (semi – interview) in order to assess employee's satisfaction and motivation within Bahrain Post. (3) To analysis through comparison the academic literature and primary research findings to assess any gaps.

From the author's perspective, all three objectives have been met. The literature review explains the development and the several definitions of internal marketing. The literature also discussed the main ideas of internal marketing that revolve around the issue of employee motivation and satisfaction. In literature review comparisons have been made to observe the internal marketing activities in the real world of the organization under study and theory.

The roots of internal marketing concept holds that the organisation's personnel are the first market of a company and it has evolved from the original conceptualisation of employee satisfaction/motivation by treating employees as customers and jobs as products for improving service quality (Sasser and Arbeit, 1976; Berry, 1981).

Elements of internal marketing that obtained from data gathered collaborate with the findings from the literature review, except slight issues such as attraction the most

qualified and committed employees and internal communication methods due to the structure of the organization.

To conclude that the degree of relationship between internal marketing and employee satisfaction and motivation was so tenuous and variable that, if there was a causal connection, it must be either intrinsically weak or conditioned by other circumstances in the work situation.

By treating both employees and customers with the same total dedication to satisfy their needs, the organization can inspire its employees to do extra work beyond the call of duty and to build and sustain commitment to the organisation.

5.2 Recommendations:-

- The need for an organisation-wide market orientation in the sense that internal marketing should not be restricted to one department like marketing but require the co-ordinating between marketing and human resources functions to set service level and facilitating effective overall corporate strategy implementation.

- A change of management paradigm is required, from contact – employees as civil servants to contact – employees as customer. The contact – employees must be viewed as not just someone who must listen to management but also as someone who management must listen to.

- There, is a need for the adoption of an organic structure, which will allow for more information flow , flexibility, employee participation in decision-making, autonomy and accountability, especially for service organizations like Bahrain Post which operates in unpredictable environment that are characterized by uncertainty and rapid changes.

- Genuine leadership at all levels in Bahrain Post is necessary if contact – employees are expected to be committed to good service. All managers must realise the importance of internal marketing and put as much emphasize and focus on internal marketing as they do on external marketing.

- Empowerment alone cannot be effective without simultaneously enabling employees to take the responsibility that accompanies authority. Employees need management support in decision-making, information, training and development as well as access to databases and technology to enable them to analyse information and other services required for handling situations.

- Whilst it may, or may not be true, that the high management within the Bahrain Post is not good at communicating with their internal customers, it was very clear that there was an expectation that they should make more of an effort to do so.

5.2 Author's Experiences:

Since long time the author dreamed of acquiring a master degree but the lack of financial resources and family engagements were strong factors which delaying meeting this challenge. After several discussions with a friend who got the MBA and in light of quickening trend of the privatization in postal industries world wide, the decision has been taken to register with Glamorgan University as MBA student to be prepared for the new changes in the industries or to change the career if it necessary.

With no knowledge about any issued relating to business, the author had plunged into the deep sea of more two intensive educational years.

The mission was intimidate , yet the most rewarding from the point of view is gaining new skills specially in analyzing the management problems, and broadening horizons of understanding in multifarious aspects of business world.

Before beginning this study, the author had no idea about the internal marketing and its impact upon employee's satisfaction and motivation. The subject of internal marketing needs to draw clear distinguishing between it and human resources management. Although, there are no published materials on researching on internal marketing in postal industries, the author can describe her working through this dissertation as a pleasant journey.

The understanding of the distinction between 'Ontology' and 'epistemology' and the whole methodology process provided the basis for research and analysis were inspire and enabled the author to develop her own approach on building logical ideas.

The interview process was easy and all respondents were helpful but some of them were confused in understanding the meaning of internal marketing.

The knowledge gained was adopted not only at the author's work environment where she has multi responsibilities for increasing revenues, bringing new customers and looking after the day – to day affairs of many business partners. Nevertheless, also at Bahrain Young Ladies Association (a non – profit organization) were the author is the president.

One of the major hurdles during studies was the sudden death of the author's mother in the middle of programme. This sad incident make the author suffer from depression and sleep difficulties which were forced factors in suspending the last remaining modules (Engaging Intellectual Capital &Advertising and Communication), hence, not being able to submit the dissertation by the end of April 2006.

On other hand, the author was fortunate because she had the opportunity to know better the supervisor who was also the tutor of advertising and communication module. With open and deep academic back ground, the supervisor gave assistant, steer the right direction and encouragement which were a big bush in completing this research in time.

In July 2005, the author and the group of MBA 11 visited the campus of University of Glamorgan, which was another fulfilling experience. The completely academic atmosphere with friendly students and helping professors and staff was ennobling and uplifting. Being in the beautiful place such Wales was a great opportunity to visit another places in the United Kingdome, but the bloody explosion in London that summer thwarted such plans , instead, the group cut their visit rushing back home which was a lose for most of them.

5.3Limitations:

This study was confined to one public sector organization in Kingdom of Bahrain i.e. Bahrain Post, and in this respect, any generalisations to other countries or the private sector must be done with caution.

5.4 Further research:

Future research needs to replicate this research in order to address the general notion that employees can be viewed as customers. In addition, an interesting aspect to focus on in the future would be to take a deeper look at how information processes are built in Bahrain Post, since communication is the most central factor in internal marketing. Qualitative and quantitative methods should be adopted in any future research to get a better understanding of the subject under investigation.

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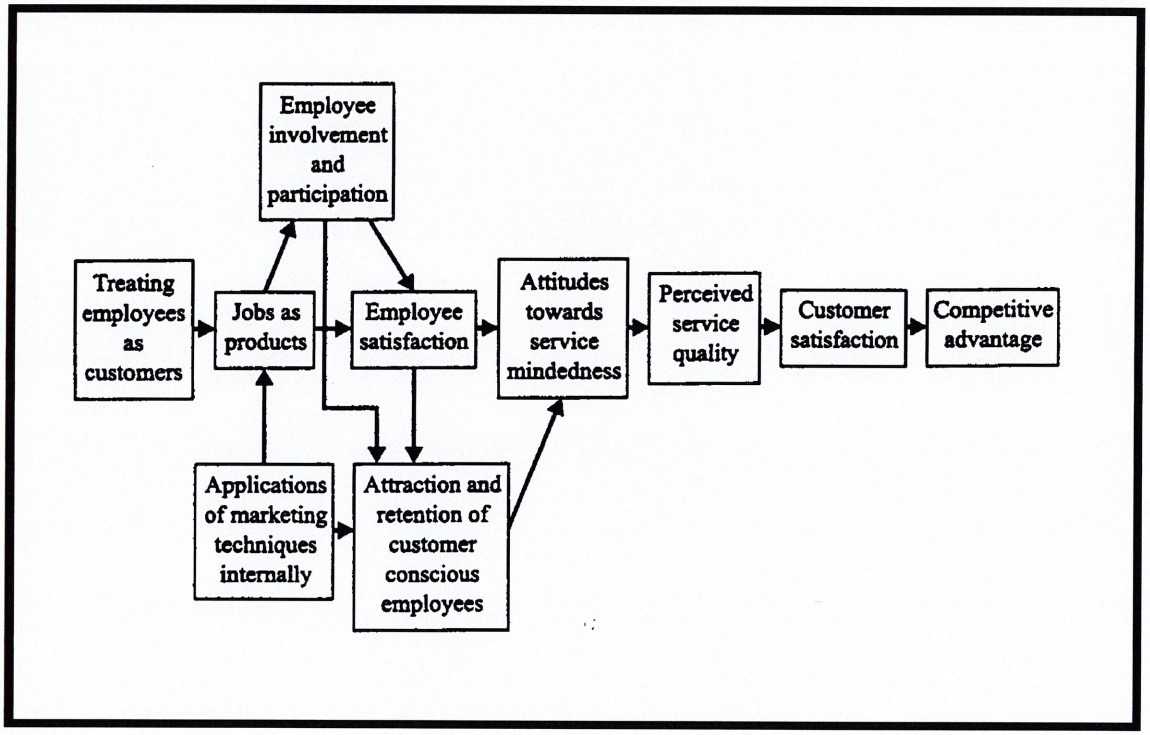
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APPENDIX

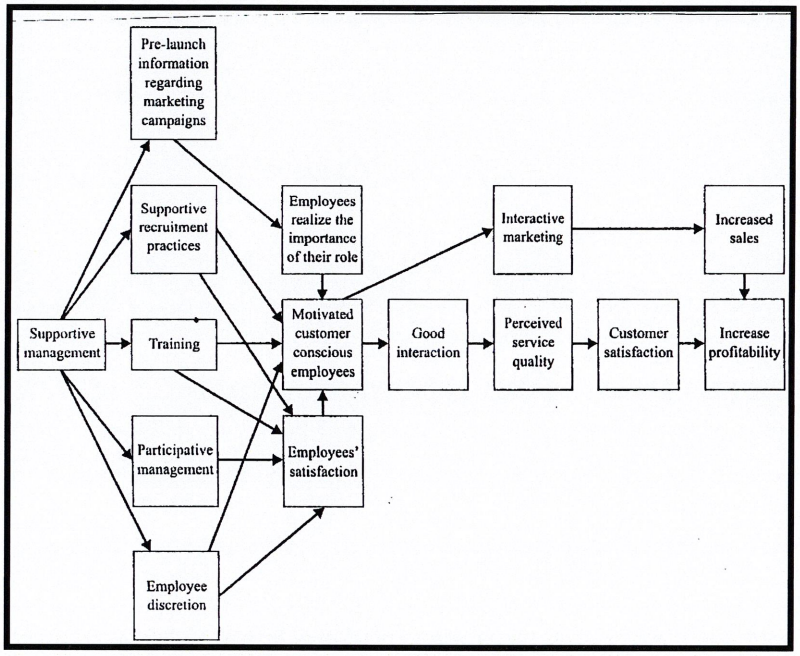
7. APPENDIX:-

7.1 Appendix No. (1)



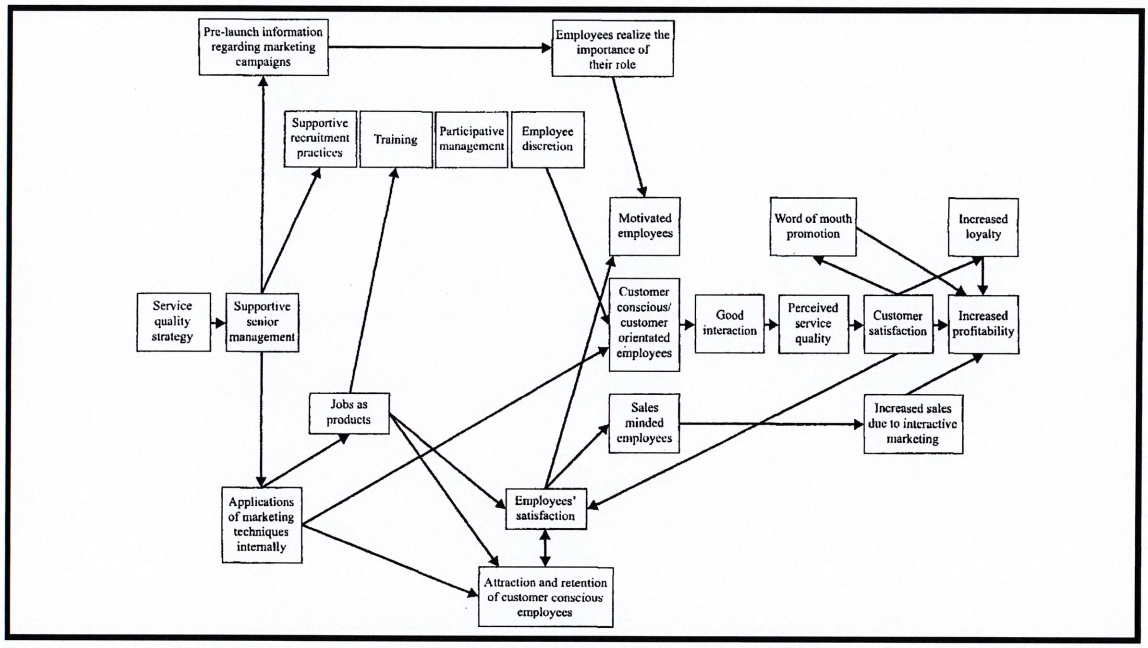
Berry's model of internal marketing.
Adopted by Berry (1981)

7.2 Appendix no. (2)



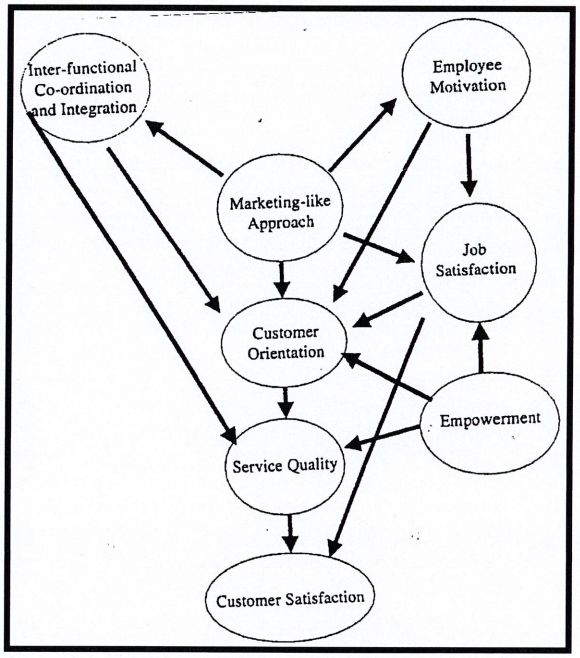
Gronroos' model of internal marketing.
Adopted by Gronroos (1987)

7.3 Appendix no. (3)



A meta – model of internal marketing .
Adopted by Ahmed & Rafiq (2002)

7.4 Appendix no. (4)



A framework for internal marketing of services.
Adopted by Ahmed & Rafiq (2002).

7.5 Appendix no.(5)

Categories	Definitions
Internal Marketing	"Aligning, educating, and motivating staff towards institutional objectives . . . the process by which personnel understand and recognize not only the value of the program but their place in it." (Winter 1985: 69).
Internal Customer	Treating employees as customers will lead to change in attitude of employees because they becoming service minded which lead to better service quality and competitive advantage in the market place. This approach required that jobs are treated as any products of the organization, that is the need and wants of the 'customer' are taken into account and to make the product attractive to the customers (Berry, 1981).
Employee Satisfaction and Motivation	Employee's satisfaction or job satisfaction has been defined by Locke, (1976:1300) as " a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences
Employee Development	"Investment in training is investment in staff and quality service provision." Kinnell and MacDougall (1994:152)
Employee Empowerment	Empowerment can increase self – efficacy of employees as discretion allows them to decide the best way to perform the given task and leads the to be more adoptive and allow to customize service delivery in some situation where customers' needs are highly variable (Ahmed & Rafiq, 2002).
Internal Communication	Communication involves individuals sharing meaning by creating and implementing behavioural and attitudes change towards being more customer and service oriented (Proctor & Doukakis, 2003).

7.6 Appendix no. (6)

CATOGRIES	RESPONDENTS							
Employees as Customer	R1	R2	R3	R4	R5	R6	R7	R8
The importance of employees		X		X			X	
Selling products to employees	x		X	X	X			
Attraction of new employees		X	X	x				
Employees Development	X	X	X	X	X	X	X	X
Employees Security	X	X	X	X	X	X	X	X
Others								
Employees Satisfaction and Motivation								
Measure and Reward	X	X	X	X	X	X	X	X
Communication and Management; Internal Communication Management Commitment	X X	X	X	X X	X	X	X X	X
Employees' empowerment	X	X	X	X	X	X	X	X
Others								

7.7 Appendix no.(7)

Demographic profile of Respondents

Name	Ethic/Race Group	Age	Sex	Work Experience	Education
Jawad	Bahraini/Arab	46	Male	Since 1982	High school certificate
Suad	Bahraini/African	28	Female	Six Years	High school certificate
Jassim	Bahraini/ Persian	40	Male	17 Years	High school certificate
Mohammed	Bahraini/Arab	40	Male	15 Years	High school certificate
Khariya	Bahraini/Arab	47	Female	31 Years	High school certificate
Hassan	Bahraini/Arab	23	Male	Unknown	High school certificate
Aqeel	Bahraini/Arab	40	Male	17 Years	High school certificate
Hussain	Bahraini/ Persian	40	Male	18 Years	High school certificate